

**PRASAD V. POTLURI**  
**SIDDHARTHA INSTITUTE OF TECHNOLOGY**

(Autonomous)

Kanuru, Vijayawada – 520 007

(AICTE approved, NBA accredited and ISO 9001:2008 certified Institution)

(Permanently Affiliated to Jawaharlal Nehru Technological University Kakinada)

Academic Regulations for MBA (PVP17) Two Year Course

(Effective for students admitted into first year MBA from the Academic Year 2017-18)

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## 1. INTRODUCTION

Academic Programmes of the College are governed by rules and regulations as approved by the Academic Council, which is the highest Academic body of the College. These academic rules and regulations are effective from the academic year 2017-18 for students admitted into two year

postgraduate programme offered by the college leading to Post Graduate Degree in Master of Business Administration (M.B.A.).

## **2. DURATION OF THE PROGRAMME**

The duration of the program is two academic years with four semesters. A student is permitted to complete the MBA program in a stipulated timeframe of FOUR years from the date of joining. Otherwise they shall forfeit their seat in MBA program and their admission shall stand cancelled.

## **3. MINIMUM INSTRUCTION DAYS**

Each academic year shall be divided into two semesters. Each semester normally consists of a minimum of 90 instruction days.

## **4. ELIGIBILITY CRITERIA FOR ADMISSION**

The eligibility criteria for admission into the first year MBA program shall be as per the guidelines of Andhra Pradesh State Council of Higher Education (APSCHE) & All India Council for Technical Education(AICTE) from time to time.

## **5. REGISTRATION**

A student shall register for courses in each semester at the beginning of every semester onwards according to the choice provided and courses offered by the concerned department.

## **6. MEDIUM OF INSTRUCTION**

The medium of instruction and examination is in English.

## **7. PROGRAMME STRUCTURE**

MBA program shall have theory courses, and practical courses along with/without Term Paper/Mini project/Seminar in each of the FOUR semesters. Major project shall be for a period of 6 weeks at the end of the second semester and will be evaluated in the Fourth semester.

### **7.1 Course Code and Course Numbering Scheme**

Course Code consists of 9/10 characters which is specified by Regulation, Department, Semester number, Type of course, Course number & Elective code / Specialization. The details are described in Tables 1, 2 & Figure-1.

**Table 1: Third & Fourth characters description**

<b>First two characters</b>	<b>Name of the department</b>
BA	Department of Business Administration

**Table 2: Sixth character description**

<b>Course Type Character</b>	<b>Description</b>
T	Theory course
L	Laboratory /Practice course
V	Viva Voce
PW	Project Work

For example, the annotation of the course **17BA1T5A** is as given in figure.1below.

<b>1</b>	<b>7</b>	<b>B</b>	<b>A</b>	<b>3</b>	<b>T</b>	<b>5</b>	<b>H/F</b>
Year of Framing the Regulations		Department Code		Semester number	Course type	Course number	(optional) Specilization / Elective code

**Figure 1: Course code description**

## 7.2 Scheme of Instruction for 1<sup>st</sup> and 2<sup>nd</sup> Years

The course structure of MBA program is given separately.

## 7.3 Contact Hours and Credits

The Course Credits are broadly fixed based on the following norms;

- Theory - One Lecture period per week is assigned one credit.
- Lab - 4 periods per week are assigned 2 credits and 2 periods per week are assigned one credit.
- Skill Development Labs/ Evaluation of SME Enterprises shall have two credits - 2 instructional periods per week are assigned one credit.
- Comprehensive Viva Voce shall have two credits.
- Major project shall have four credits.
- However, some courses are prescribed with fixed number of credits depending on the complexity of the subject and relative importance.

#### **7.4 Theory classes**

Each course is prescribed with fixed number of lecture periods per week. During lecture periods, the course instructor shall deal with the concepts of the course.

#### **7.5 Laboratory Courses**

A minimum prescribed number of experiments / programs have to be performed by the students, who shall complete these in all respects and get each experiment evaluated by teacher concerned and certified by the Head of the Department concerned at the end of the semester.

#### **7.6 Programme Credits**

MBA program is designed to have a total of 90 credits and the student shall have to register for all the courses prescribed in the curriculum and secure all 90 credits for award of the degree.

### **8. SYLLABUS**

As approved by the BOS concerned and the Academic Council.

### **9. ELIGIBILITY REQUIREMENT FOR APPEARING AT SEMESTER END EXAMINATION AND CONDONATION**

- 9.1** A candidate shall be deemed to have eligibility to write his end semester examinations if he has put in at least 75% of attendance in all the courses in that semester, which is computed by totaling the number of periods of lectures, practical courses and project work as the case may be, held in that semester with the total number of periods attended by the student in all the courses put together.
- 9.2** Condonation of shortage in attendance may be recommended by respective Heads of Departments on genuine medical grounds, provided the student puts in at least 65% attendance as calculated above and provided the Principal is satisfied with the genuineness of the reasons and the conduct of the student.
- 9.3** Students having shortage of attendance percentage less than 75 and greater than and equal to 65, shall have to pay requisite fee towards condonation.
- 9.4** A student who gets less than 65% attendance in that semester shall not be permitted to take the end semester examination in which he falls short. His registration for those courses will be treated as cancelled. The student shall re register for that semester and repeat those courses of that semester as and when they are offered next.
- 9.5** Minimum of 50% aggregate marks must be secured by the candidates in internal examinations conducted for theory and laboratory courses in that semester to be eligible to write semester end examinations.
- 9.6** A student who does not satisfy the attendance and/or internal marks requirement shall have to repeat that semester.

## 10. EXAMINATIONS AND SCHEME OF EVALUATION

### 10.1 INTERNAL EXAMINATIONS

#### 10.1.1 Theory Courses

Each course is evaluated for **40** marks (a+b).

a). Two midterm examinations each for 30 marks will be conducted for two hour duration each in every theory course. The mid examination marks shall be awarded by taking the average of the marks secured in the two midterm examinations. Each midterm exam will be consisting of three questions of 10 marks each. The first midterm examination will be conducted in units 1 & 2 and the second midterm examination in units 3, 4 & 5.

b). One home assignment and One presentation each for 5 marks is conducted for each subject of that semester.

Students shall be informed regarding the home assignment and is required to submit the completed assignment within the stipulated time.

Note: A student who is absent for any Midterm Examination, non-submission of Assignment/Presentation, for any reason whatsoever, shall be deemed to have scored zero marks in that Midterm Examination/Assignment/Presentation.

#### 10.1.2 Laboratory Courses

For Laboratory courses there shall be continuous evaluation during the semester for 25 marks. The distribution of internal marks is given below:

**Table3: Distribution of Marks**

Sl. No.	Criteria	Marks
1	Review	10
2	Record	05
3	Internal Examination	10

#### 10.1.3 Professional Skills Development

Evaluation of Professional Skills Development course is done during third & fourth semester. During the Third semester there shall be two internal examinations, each is evaluated for 25 marks. During the Fourth semester there shall be one internal examination which is evaluated for 25 marks. The student must secure at least 50% marks in order to get the credit allotted.

#### 10.1.4 Analysis of SME Enterprises

Evaluation and Industry analysis of SME Units has to be undertaken in the fourth semester and is evaluated for 25 marks along 'Success stories of Emerging Leaders'. The student must secure at

least 50% marks in order to get the credit allotted. The distribution of internal marks for Analysis of SME Enterprise is given below:

**Table4: Distribution of Marks for SME Enterprises**

Sl. No.	Criteria	Marks
1	Review	10
2	Report on SME	15

### 10.1.5 Project Report

Internal evaluation of the final project is done for 40 marks based on two components i.e. the Project report, and Viva & Presentation. The student must secure at least 50% marks in order to get the credits allotted.

**Table5: Distribution of Marks**

Sl. No.	Criteria	Marks
1	Project Report	25
2	Viva and presentation	15

## 10.2 SEMESTER END EXAMINATIONS

### 10.2.1 Theory Courses: 60 marks

The Semester end examinations shall be conducted for three hours duration at the end of each semester. The question paper shall be given in the following pattern:

S. No.	Pattern	Marks
1.	Section-A: Five short note questions to be answered out of eight questions (At least one question in each unit)	5 x 2 = 10 marks
2.	Section-B: Five short essay type questions to be answered with internal choice from each unit.	5 x 8 = 40 marks
3.	Section- C: One Case Study	10 marks
	Total	60 marks

### 10.2.2 Laboratory Courses: 50 marks

- 40 marks are allotted for programs, 10 marks are allotted for viva-voce examination.
- Semester end laboratory examination shall be evaluated by an external examiner along with internal examiner.

### 10.2.3 Comprehensive Viva-Voce

The comprehensive viva-voce will be conducted along with second semester end examinations through internal assessment of 25 marks and external assessment, by an external examiner for 50 marks. The student will be awarded marks on the basis of communication skills and knowledge in all courses of the first and second semester of the MBA program.

The viva-voce shall be evaluated by a board consisting of Head of the Department and one external examiner selected by the principal. For selection of the external examiner, Head of the Department shall submit a panel of five examiners, eminent in the respective fields, to the Principal.

#### **10.2.4 Major Project & Viva Voce**

A student has to undertake a project for a period of six weeks in a Corporate Enterprise during the summer vacation at the end of first year and the Project report has to be submitted by the end of III semester. The Project assessment shall be further carried out for 100 marks during IV semester by PRC. The evaluation is done through internal assessment of 40 marks and external assessment of 60 marks. The student will be awarded marks on the basis of various aspects of the project and his/ her ability to integrate the theoretical knowledge with the practical skills acquired. The student must secure at least 50% marks in order to get the credits allotted.

#### **EVALUATION OF DISSERTATION WORK**

The details of the project work will be suggested by the Project Review Committee (PRC).

- a) A PRC shall be constituted with Head of the Department as chairperson, two senior faculty members of the department and Project supervisor.
- b) The student in consultation with his project supervisor has to submit, the title, objectives and plan of the action of his/her project work to the Project Review Committee for its approval before the second semester end examinations. After obtaining the approval of the Committee the student can initiate the project work.
- c) If a student wishes to change his/her supervisor or topic of the project he can do so with approval of the PRC. However PRC shall examine whether the change of topic/supervisor leads to a major change of his initial plans of project proposal or thereof. If so, his date of registration for the project work starts from the date of change of topic or supervisor as the case may be.
- d) The student shall be required to submit final report in the form of draft copy to the Head of the Department for the approval of PRC and shall make an oral presentation before the PRC.
- e) Three copies of the project report certified by the supervisor shall be submitted to the college.
- f) The project report shall be evaluated by a board consisting of the Supervisor, Head of the Department and one External examiner selected by the Principal. For the appointment selection of the external examiner, Head of the Department shall submit a panel consisting of five examiners, who are eminent in the respective field, to the Principal.
- g) The evaluation is done on the basis of the project report submitted and viva-voce examination. The Grade obtained for the marks awarded of the major project, will be reflected in the Semester Grade sheet and also will be considered for calculating Cumulative Grade Point Average (CGPA) and for the award of division for entire program.

In a special cases, if any student does not submit his/her project report due to ill health or any other reason permitted by the head of the institution, he/she will be given another chance

to attend for the viva-voce examination conducted separately at a later date, if the expenditure for conducting the viva-voce is completely borne by the candidate.

- h) If the report of the viva-voce examination is unsatisfactory, the student will appear for the viva-voce examination after three months. If he fails to get a satisfactory report at the second viva-voce examination, the candidate may be asked to submit a new project proposal to PRC and the procedure mentioned above will be followed.

**10.4** Every student has to undertake a self-study course during the second semester offered through MOOCs/ NPTEL/ IRDA/ NCFM/ NISM or any other reputed institutions and submit the certificate for eligibility to register for the Comprehensive Viva Voce by the end of the second semester. Each student requires the prior approval of the Open Learning Approval Committee constituted with the Head of the Department as chairperson and two senior faculty members of the concerned department.

## **11. CONDITIONS FOR PASS AND AWARD OF CREDITS FOR A COURSE**

### **11.1 Conditions for Pass and award of Grades & Credits**

- a) A candidate shall be declared to have passed in individual theory course if he secures a minimum of 50% aggregate marks (Internal & semester end examination marks put together), subject to a minimum of 50% marks in semester end examination.
- b) A candidate shall be declared to have passed in individual laboratory/project course if he/she secures a minimum of 50% aggregate marks (Internal & semester end examination marks put together), subject to a minimum of 50% marks in semester end examination.
- c) The student has to pass the failed course by appearing the supplementary examination as per the requirement for the award of degree.
- d) On passing a course of a programme, the student shall earn assigned credits in that Course.

### **11.2 Method of Awarding Letter Grades and Grade Points for a Course**

A letter grade and grade points will be awarded to a student in each course based on his/her performance as per the grading system given below.

**Table 6: Grading System for MBA Programme**

<b>Theory/Drawing</b>	<b>Laboratory/Project</b>	<b>Grade Points</b>	<b>Letter Grade</b>
90% - 100%	90% - 100%	10	S
80% - 89%	80% - 89%	9	A
70% - 79%	70% - 79%	8	B
60% - 69%	60% - 69%	7	C
*50% - 59%	*50% - 59%	6	D
< 50%	< 50%	0	F (Fail)

\* Pass mark

### **11.3 Calculation of Semester Grade Points Average (SGPA)\* for semester**

The performance of each student at the end of the each semester is indicated in terms of SGPA. The SGPA is calculated as below:



$$\text{SGPA} = \frac{\sum(\text{CR} \times \text{GP})}{\sum \text{CR}} \text{ (for all courses in the semester)}$$

Where CR= Credits of a course

GP = Grade points awarded for a course

\* SGPA is calculated for the candidates who passed all the courses in that semester.

#### 11.4 Calculation of Cumulative Grade Point Average (CGPA) and Award of Division for Entire Programme.

The CGPA is calculated as below:

$$\text{CGPA} = \frac{\sum(\text{CR} \times \text{GP})}{\sum \text{CR}} \text{ (for the entire programme)}$$

Where CR= Credits of a course

GP = Grade points awarded for a course

#### 11.5 Award of Divisions

Award of divisions is as per the following criteria.

Table 7: Award of Divisions

CGPA	DIVISION
$\geq 8.00$	First class with distinction
$\geq 6.00 - <8.00$	First class
$\geq 5.00 - <6.00$	Second class
$<5.00$	Fail

### 12. SUPPLEMENTARY EXAMINATIONS

Supplementary examinations will be conducted along with regular semester end examinations.

### 13. REVALUATION

- As per the notification issued by the Controller of Examinations, the student can submit the application for revaluation, along with the fee receipt for revaluation of his/her answer script(s) of theory course(s), if he is not satisfied with the marks obtained.
- The Controller of Examinations shall arrange for revaluation of those answer script(s).
- A new external examiner, other than the first examiner, shall reevaluate the answer script(s).
- Better marks of the two will be taken into consideration for awarding grade.

### 14. RE-ADMISSION CRITERIA

A candidate, who is detained in a semester due to lack of attendance/marks/credits, has to obtain written permission from the Principal for readmission into the same semester after duly fulfilling all the required norms stipulated by the college in addition to paying an administrative fee of Rs. 1,000/- .

**15. RE-REGISTRATION**

A candidate, who is unable to secure 50% marks in any course due to lack of internal marks can re-register for that course(s) of that semester along with subsequent batches of admitted students for one attempt. However he/ she should attend the class work and appear for the internal & external examinations of that course(s) of the semester. Attendance in the re-registered courses(s) has to be calculated separately to become eligible to write the end examination in the re-registered course(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. The re-registration courses for a student at a time should not exceed one course during course work semester and two courses during project work period. An administrative fee of Rs. 2000/- per each semester has to be paid.

**16. BREAK-IN STUDY**

Student, who discontinues the studies for what so ever may be the reason, can get readmission into appropriate semester of M.B.A. programme after break-in study only with the prior permission of the Principal of the institute, provided such candidate shall follow the regulations applicable to the batch in which he/ she was first admitted. An administrative fee of Rs. 2000/- per each year of break-in study in addition to the prescribed tuition and special fee has to be paid by the candidate to condone his break in study.

**17. TRANSITORY REGULATIONS**

A candidate, who is detained or discontinued in the semester, on readmission will have to continue his studies in the same academic regulations under which he was first admitted.

**18. ELIGIBILITY FOR AWARD OF M.B.A. DEGREE**

The M.B.A. Degree shall be conferred on a candidate who has satisfied the following requirement.

- A Regular student (two year programme) should register himself for 90 Credits and has to secure all 90 academic credits for successful completion of the programme.

**19. CONDUCT AND DISCIPLINE**

- Students shall conduct themselves within and outside the premises of the institute in a manner befitting the students of the institute.
- As per the order of Honorable Supreme Court of India and AICTE guidelines, ragging in any form is considered a criminal offence and is banned. Ragging within or outside any educational institution is prohibited. Ragging means doing an act, that causes or is likely to cause insult or annoyance or fear of apprehension or threat or intimidation or outrage of modesty or injury to a student. Any form of ragging will be severely dealt with as per AP Prohibition of Ragging Act-1997 section-4.

**Table:8 Punishments for Ragging**

<b>Nature of ragging</b>	<b>Punishment</b>
Teasing, embarrassing and humiliating	Imprisonment upto 6 months or fine upto Rs.1,000/- or both
Assaulting or using criminal force or criminal intimidation	Imprisonment upto 1 year or fine upto Rs.2,000/- or both
Wrongfully restraining or confining or causing hurt	Imprisonment upto 2 years or fine upto Rs.5,000/- or both
Causing grievous hurt kidnapping or raping or committing unnatural offence	Imprisonment upto 5 years and fine upto Rs.10,000/-
Causing death or abetting suicide	Imprisonment upto 10 years and fine upto Rs.50,000/-

- A student convicted of an offence under and punished with imprisonment for a term of more than six months shall not be admitted in any other educational institution.
- Whenever any student complains of ragging to the head or manager of an educational institution, such head or manager should inquire into the complaint and if the complaint is prima-facie found true, should suspend the student or students complained against.
- If the head or manager of an educational institution fails or neglects to take action in the manner specified in the Act, the person shall be deemed to have abetted the offence and shall be punished with the punishment provided for the offence.
- If a student commits suicide due to or in consequence of ragging, the person who commits such ragging shall be deemed to have abetted such suicide.

The following acts of omission and/or commission shall constitute gross violation of the code of conduct and are liable to invoke disciplinary measures.

- i. Lack of courtesy and decorum; indecent behavior anywhere within or outside the campus.
- ii. Possession, consumption or distribution of alcoholic drinks or any kind of narcotics or hallucinogenic drugs.

The following activities are not allowed within the campus:

- Mutilation or unauthorized possession of library books.
- Noisy and unseemly behavior, disturbing studies of fellow students.
- Hacking computer systems (such as entering into other person's areas without prior permission, manipulation and/or damage of computer hardware and software or any other cyber crime etc.)
- Use of cell phones in the campus.
- Plagiarism of any nature.
- Any other act of gross indiscipline as decided by the college from time to time.
- Commensurate with the gravity of offense, the punishment may be reprimand, fine, expulsion from the institute / hostel, debarment from a examination, disallowing the use of certain facilities of the Institute, rustication for a specified period or even outright expulsion from the Institute, or even handing over the case to appropriate law enforcement authorities or the judiciary, as required by the circumstances.

- For an offence committed in (i) a hostel, (ii) a department or in a class room and (iii) elsewhere, the Chief Warden, the Head of the Department and the Principal respectively, shall have the authority to reprimand or impose fine.
- Cases of adoption of unfair means and/or any malpractice in an examination shall be reported to the Principal for taking appropriate action.
- Unauthorized collection of money in any form is strictly prohibited.
- Detained and break-in-study candidates are allowed into the campus for academic purposes only with permission from authorities.
- Misconduct committed by a student outside the college campus but having the effect of damaging, undermining & tarnishing the image & reputation of the institution will make the student concerned liable for disciplinary action commensurate with the nature and gravity of such misconduct.
- The disciplinary action committee constituted by the Principal, shall be the authority to investigate the details of the offence, and recommend disciplinary action based on the nature and extent of the offence committed.
- Grievance Redressal Committee, constituted by the Principal, shall deal with all grievances pertaining to the academic / administrative and disciplinary matters.
- All the students must abide by the code and conduct rules of the college.

## 20. MALPRACTICES

The Principal shall refer the cases of malpractices by students in internal assessment tests and end semester examinations, to a malpractice enquiry committee constituted for the purpose. The committee shall follow the approved scales of punishment.

The committee consists of:

1. Heads of Department (Three)
2. Controller of Examinations
3. Deputy Controller of Examinations

**Table 9: Disciplinary action for malpractices/improper conduct in examinations**

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
1 (a)	If the candidate possesses or keeps accessible, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in the examination hall but has not made use of (material shall include any marks on the student's body that can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.

(b)	If the candidate gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	If the candidate has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work. He shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The hall ticket of the candidate is to be cancelled.
3	If the candidate impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4	If the candidate smuggles in an answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all other examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	If the candidate uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6	If the candidate refuses to obey the orders of the Chief Superintendent/Assistant Superintendent / any officer on duty or misbehaves or creates	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of

	<p>disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which results in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7	<p>If the candidate leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all other examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8	<p>If the candidate possesses any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p>
9	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.</p>	<p>Student of the college: Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work. He shall not be permitted for the remaining examinations of the subjects of that semester/ year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College: Will be</p>

		handed over to police and a police case will be registered against them.
10	If the candidate comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work. He shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11, shall be awarded suitable punishment.	

\*Special squads may be formed to oversee the proper conduct of examinations.

## **21. WITHHOLDING OF RESULTS**

- If the candidate has not paid any dues to the college or if any case of indiscipline is pending against him, the result of the candidate shall be withheld and he will not be allowed into the next higher semester. The recommendation for the issue of the degree shall be liable to be withheld in all such cases.

## **22. OTHER MATTERS**

- 22.1** The physically challenged students who have availed additional examination time and a scribe during their Intermediate/ Degree/ ICET (AP) examinations will be given similar concessions on production of relevant proof/documents.
- 22.2** Students who are suffering from contagious diseases are not allowed to appear for internal or end semester examinations.
- 22.3** The students who participated in coaching/tournaments held at State/ National/ International levels through University/ Indian Olympic Association during end semester external examination period will be promoted to subsequent semesters till the entire course is completed as per the guidelines of University Grants Commission Letter No. F.1-5/88(SPE/PES), dated 18-08-1994.
- 22.4** The Principal shall deal with any academic problem, which is not covered under these rules and regulations, in consultation with the Heads of the Departments in an appropriate manner and subsequently such actions shall be placed before the Academic Council for ratification. Any emergency modification of regulation, approved in the meetings of the Heads of the Departments, shall be reported to the College Academic Council for ratification.

**23. GENERAL**

1. The Academic Council may, from time to time, revise, amend or change the regulations, schemes of examination and/or syllabi and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the college.
2. Wherever the words “he”, “him”, “his”, occur in the regulations, they may include “she”, “her”, “hers” also.
3. The academic regulations should be read as a whole for the purpose of any interpretation.
4. In case of any doubt or ambiguity in the interpretation of above rules, the decision of the principal is final.

**25. COLLEGE RULES AND REGULATIONS**

1. Use of Mobile phones is strictly prohibited inside the college academic area.
2. Students should come to college in proper/ decent dress. On formal occasions boys should wear blazers and girls should wear sarees.
3. All students should wear identity cards in the college campus.
4. Students should be present in their respective classrooms by start time of class sharply.
5. Students should not leave the college campus without prior permission of their respective Heads during college hours.
6. Students should maintain silence in the class rooms during working periods.
7. Sitting / wandering of the students at the stair cases, corridors, cycle stands or the areas within the college premises is strictly prohibited.
8. Vehicle horn inside the college campus is prohibited.
9. The name of the institution shall not be used in any publication or in any manner without the permission of the Head/ Principal.
10. In respect of SC/ ST/ BC students - a candidate shall be deemed to have become eligible for social welfare scholarships if he/ she has to put in at least 75% of attendance every month.



**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**COURSE STRUCTURE (effective from the Academic Year 2017-18)**  
**MBA I Year I Semester**

Code	Subject	Periods per week		Marks			Credits
		Theory	Lab/ Practice	Internal	External	Total	
17BA1T1	Principles of Management	3+2*	-	40	60	100	3
17BA1T2	Managerial Economics	3+2*	-	40	60	100	3
17BA1T3	Accounting for Managers	3+2*	-	40	60	100	3
17BA1T4	Managerial Communication	3+2*	-	40	60	100	3
17BA1T5	Business, Government & Society	3+2*	-	40	60	100	3
17BA1T6	Quantitative Analysis for Business Decision	3+2*	-	40	60	100	3
17BA1T7	Management Information System	3+2*	-	40	60	100	3
17BA1L1	IT LAB - I	-	4	25	50	75	2
<b>TOTAL</b>		<b>35</b>	<b>4</b>	<b>305</b>	<b>470</b>	<b>775</b>	<b>23</b>

**I Year II Semester**

Code	Subject	Periods per week		Marks			Credits
		Theory	Lab/ Practice	Internal	External	Total	
17BA2T1	Financial Management	3+2*	-	40	60	100	3
17BA2T2	Human Resource Management	3+2*	-	40	60	100	3
17BA2T3	Marketing Management	3+2*	-	40	60	100	3
17BA2T4	Production and Operations Management	3+2*	-	40	60	100	3
17BA2T5	Business Research Methods	3+2*	-	40	60	100	3
17BA2T6	Organizational Behaviour	3+2*	-	40	60	100	3
17BA2L1	IT LAB - II	-	4	25	50	75	2
17BA2L2	Soft Skills Lab	-	4	25	50	75	2
17BA2V1	Comprehensive Viva	-	-	25	50	75	2
<b>Total</b>		<b>30</b>	<b>8</b>	<b>315</b>	<b>510</b>	<b>825</b>	<b>24</b>

\* - Tutorial / Interactive session / Group Discussions / Presentations etc.

At the end of II semester, every student must undergo Project Internship for six weeks and must submit a report at the end of III semester.

Every student must complete at least one self-study course offered through MOOCs/ NPTEL/ IRDA/ NCFM/ NISM or any other reputed institutions to register for the Comprehensive Viva Voce.

### II Year I Semester

Code	Subject	Periods per week		Marks			Credits
		Theory	Lab/ Practice	Internal	External	Total	
17BA3T1	Strategic Management	3+2*	-	40	60	100	3
17BA3T2	Entrepreneurship Development and Business Models	3+2*	-	40	60	100	3
17BA3T3	Elective-1	3+2*	-	40	60	100	3
17BA3T4	Elective-2	3+2*	-	40	60	100	3
17BA3T5	Elective-3	3+2*	-	40	60	100	3
17BA3T6	Elective-4	3+2*	-	40	60	100	3
17BA3L1	Professional Skills Development	-	4	50	--	50	2
Total		30	5	290	360	650	20

### II Year II Semester

Code	Subject	Periods per week		Marks			Credits
		Theory	Lab/ Practice	Internal	External	Total	
17BA4T1	Innovation Management	3+2*	-	40	60	100	3
17BA4T2	Business Law	3+2*	-	40	60	100	3
17BA4T3	Elective-5	3+2*	-	40	60	100	3
17BA4T4	Elective-6	3+2*	-	40	60	100	3
17BA4T5	Elective-7	3+2*	-	40	60	100	3
17BA4T6	Elective-8	3+2*	-	40	60	100	3
17BA4L1	Analysis of SME Enterprises and Success stories of emerging leaders	-	5	50	-	50	1
17BA4PW	Major Project & Viva Voce	-	-	40	60	100	4
Total		36	5	330	420	750	23

\*Tutorial

### Dual Electives

Department offers Specialization in three functional areas i.e., Finance, Human Resource Management, Systems in the third and fourth semesters. However, Marketing is Mandatory for all students. The student has to choose two electives in each semester, which should belong to the same specialization area.

**Marketing (Elective)**

17BA3T3M Service Marketing  
 17BA3T4M Advertising and Brand Management  
 17BA3T5M Consumer Behavior  
 17BA3T6M Rural and Agricultural Marketing

} Third Semester

17BA4T3M Global Marketing Management  
 17BA4T4M Sales and Distribution Management  
 17BA4T5M Supply Chain Management  
 17BA4T6M Retailing

} Fourth semester

**Finance (Elective)**

17BA3T3F Security Analysis & Portfolio Management  
 17BA3T4F Financial Markets and Services  
 17BA3T5F Corporate Finance  
 17BA3T6F Banking and Insurance Management

} Third Semester

17BA4T3F Global Financial Management  
 17BA4T4F Strategic Financial Management  
 17BA4T5F Financial Derivatives  
 17BA4T6F Tax Management

} Fourth semester

**Human Resource Management (Elective)**

17BA3T3H H R Planning  
 17BA3T4H Training and Development  
 17BA3T5H Performance Management  
 17BA3T6H Leadership Management

} Third Semester

17BA4T3H Global HRM  
 17BA4T4H Organizational Development & Change Management  
 17BA4T5H Management of Industrial Relations  
 17BA4T6H Compensation and Reward Management

} Fourth semester

**SYSTEMS**

17BA3T3S Database Management Systems  
 17BA3T4S Knowledge Management  
 17BA3T5S E-Business  
 17BA3T6S Cyber Laws and Security

} Third Semester

17BA4T3S Business Intelligence  
 17BA4T4S Information Systems Audit and Control  
 17BA4T5S Enterprise Resource Planning  
 17BA4T6S Project Management

} Fourth semester

# SEMESTER I

## Course Title: Principles of Management

Course Code	: 17BA1T1	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course prepares students with a comprehensive introduction in order:

1. To develop knowledge of fundamental management concepts, skills and tools that aid in problem solving and decision making.
2. To expose students to the theories of management and the practice of management in contemporary organizations from a conceptual, analytical, and pragmatic perspective.
3. To equip students with various tools to develop short and long-range plans to effectively accomplish organizational goals.
4. To enable the students to give a critical appraisal of real life situations involving organizing, staffing and motivating others.
5. To develop managerial skills and knowledge needed to create a productive work environment.

### Course Outcomes

This course will help students:

1. To integrate management principles into management practices and identify the key competencies needed to be an effective manager.
2. To specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
3. Will understand the importance of setting objectives and determining a course of action for achieving those objectives.
4. Develop an ability to focus on organizational structure, allocating human resources and organize a framework within which efforts are coordinated.
5. Evolve as managers with social and informal sources of influence to inspire the actions of other organizational members and formulate best control methods.

**Unit 1- Introduction to Management:** Definitions-Scope and importance - Types of managers; Managerial roles and functions; Science or Art - Administration vs. Management - Managing people and organizations in the context of new era-competitive advantage; Corporate Social Responsibility-Evolution of management-Variou approaches to management- Global perspectives of management.

**Unit 2- Planning:** Nature and principles of planning - Steps in planning - types of planning -Levels of planning – Planning process - MBO; Decision making – role - significance –process - techniques.

**Unit 3- Organizing & Staffing:** Nature of organizing-Principles – Organization levels and span of management- V.A. Graicuna’s theory; Organizational design and structure – Departmentation - Line and staff concept – Delegation - Centralization and decentralization of authority; Staffing - Nature , process.

**Unit 4- Directing:** Dimensions of leadership – Leading Vs managing – Approaches and styles – Leadership skills – Leadership in cross-Cultural environment - Women and corporate leadership; Motivation – Importance - Motivation theories; Role of communication in management.

**Unit 5- Controlling:** Nature and importance – Process – Feedback system – Requirement for effective control – Control techniques - Modern techniques of control.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

- 1.Koontz, H. and Wehrich.H. “Management”, McGraw, New York, 10<sup>th</sup> ed., 1995.
- 2.Ramasamy T. “Principles of Management”, Himalaya Publishing House, New Delhi, 2000.
- 3.Stoner, J. “Management”, 6<sup>th</sup> ed., Pearson Education, 1995.
- 4.LM Prasad “Principles and Practices of Management” Sultan Chand & Sons Publications, New Delhi, 2005
5. Stephen P. Robbins, Mary Coulter, and Neharika Vohra “Management”, Pearson Publication, New Delhi, 2009.
- 6.Andrew DiBrin, “Management Essentials”, Cengage Learning, New Delhi, 2012.
7. John F. Wilson, “The Making of Modern Management”,Oxford University Press.
- 8.Robbins, S.P., “Organizational Behaviour”, 7<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2003.
- 9.Ricky W. Griffin, “Management”, Wiley India, New Delhi, 8<sup>th</sup> Edition
10. Singh, Dilip, “Emotional Intelligence at Work”, Response Books, Sage Publications, Delhi, 2001.

## Course Title: Managerial Economics

Course Code	: 17BA1T2	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

Managerial Economics is concerned with thoroughly exposing the students:

1. To a rigorous foundation in microeconomics which becomes the basis for a way of thinking about managerial problems.
2. To examine market behavior and focus on the actions and reactions of business firms and consumers in a variety of market environments.
3. To emphasize the quantitative and qualitative applications of economic principles to business analysis.

### Course Outcomes

This course will help students:

1. To introduce micro, as well as macroeconomic concepts that are useful in business decision making.
2. To analyze various business situations with the help of various economic concepts.
3. To help students better recognize the application of modern principles and methods of microeconomics to real-world business problems in different contexts.
4. To master the basic tools of microeconomics: supply and demand analysis; firms' production and pricing decisions, market equilibrium and market structure analysis.
5. To develop a framework for understanding the role and consequences of government policy in a market economy.

**Unit 1- Introduction to Managerial Economics:** Definition- Nature and Scope- Relationship with other areas in Economics; Basic economic principles – Concept of opportunity cost- Incremental concept- Scarcity- Marginalism, Equi-marginalism - Time perspective – Discounting principle - Risk and uncertainty, The role of managerial economist and Managerial decision making.

**Unit2-Theory of Demand:** Demand analysis – Elasticity of demand –Types and significance of elasticity of demand – Measurement of price elasticity of demand –Demand determinants – Need for demand forecasting - Forecasting techniques; Supply analysis – Supply function, the law of supply, Elasticity of supply.

**Unit 3- Production & Cost Analysis:** Production function- Marginal Rate of Technical Substitution-Production function with one/two variables- Law Returns to Scale- Cobb-Douglas Production Function and Returns to Factors. **Cost concepts** –cost output relationship in the short run and long run – Saucer shaped short-run Average cost curves–Average total cost curve.

**Unit 4- Market Structure and Pricing practices:** Features and Types of different Markets – Price output determination in Perfect competition, Monopoly, Monopolistic competition and oligopoly both in the long run and short run; Pricing methods in practice.

**Unit 5- Profit Management & Macro Economic Variables:** Profit- Nature and Scope - Theories of profit including modern theory - - Macro economic variables - National income Measurement policies – Business cycles.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **ReferenceBooks**

1. Ahuja H.L.: “Managerial Economics”, S Chand& Company Limited, New Delhi, 2012.
2. Varshney,R.L .and Maheswari,K L:“Managerial Economics”,Sultan Chand and Sons, New Delhi,2002.
3. DwivediDN: “Managerial Economics”,Vikas Publishing House Private Limited, NewDelhi, 2009.
4. Dominick Salvatore: “Managerial Economics”, Oxford University Press, New Delhi, 2009.
5. Hirschey, “Economics for Managers”, Cengage Learning, New Delhi,2009
6. Justin Paul, Leena Kaushal,Sebastian VJ,” Managerial Economics”, Cengage Learning, NewDelhi, 2012.
7. Mithani D M, “Managerial Economics”, Himalaya Publishing House, Mumbai,2008.
8. NarayananNadarE.,Vijayan S.,“ManagerialEconomics”,PHIPrivateLimited,NewDelhi,2009.
9. Siddiqui S A, Siddiqui A S: “Managerial Economics and Financial Analysis”, New AgeInternationalPublishers, New Delhi, 2008.
10. Trivedi.M.L. “Managerial Economics”, Tata Mc-GrawHill, New Delhi, 2004.



## Course Title: Accounting for Managers

Course Code	: 17BA1T3	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

The objectives of this course are:

1. To acquaint the students regarding various accounting concepts and its application in managerial decision making.
2. To enable the students understand the various financial and cost accounting principles and their applicability.
3. To introduce prospective managers of new ventures to prepare and analyse financial statements and various budgets.
4. To enable the students to analyze a company's financial statements and come to a reasoned conclusion about the financial situation of the company.
5. To develop the skill of preparing various reports as per the requirements of the various stakeholders.

### Course Outcomes

Student shall be able to:

1. Demonstrate the concepts and principles of Accounting
2. Prepare the financial statements and interpret the results from them
3. Analyse the financial statements with various techniques and use them for decision making
4. Prepare various types of budgets useful for various functional areas of business.

**Unit 1- Introduction to Accounting:** Introduction to accounting – Concept – Importance and scope – Generally accepted accounting principles; Objectives, Nature and scope of financial accounting. – Cost accounting – Management accounting - Single entry and double entry system of accounting.

**Unit 2- Accounting Process:** Preparation of financial statements – Income statement and balance sheet – Funds flow and cash flow Statements (Theory) – Inventory valuation and Depreciation.

**Unit 3- Financial Analysis:** Analysis and interpretation of financial statements from investor and company point of view- Horizontal analysis and Vertical analysis; Ratio analysis- Du-Pont chart.

**Unit 4- Profit Planning:** Concept of Profit planning - Cost-volume-profit analysis— Calculation of Breakeven point - Application of Marginal costing for cost control- Income determinants under marginal cost- Absorption cost Vs Marginal cost.

**Unit 5- Budgetary Control:** Concept of Budget and budgetary control- Steps in budgetary control-Fixed vs Flexible budgets; Different types of budgets- Master budget- Budget reports for management control- Zero based budgeting.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

**Reference Books**

1. Maheshwari S. N., Mahehwari S. K.: “Financial Accounting “, Vikas Publishing House Private Limited, New Delhi, 2009,
2. Varma K K: “Financial Accounting and Analysis”, Excel Books, New Delhi,
3. Asish K. Bhattacharya: “Essentials of Financial Accounting”, PHI Private Limited, New Delhi, 2009,
4. Kaustubh Arvind Sontakke: “Financial Accounting”, Himalaya Publishing House, New Delhi, 2008.
5. Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2008.
6. Robert N Anthony, David F Hawkins, Kenneth A Merchant: “Accounting” Tata McGraw-Hill Publishing Limited, New Delhi, 2008.
7. Shankaranarayana H.V, Ramanath H.R, “Financial Accounting for Managers”, Cengage Learning, New Delhi, 2011.
8. Stice&Stice: “Financial Accounting Reporting and Analysis”, Cengage Learning, New Delhi, 2008.

## Course Title: Managerial Communication

Course Code	: 17BA1T4	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

1. To develop competence in oral, written, and visual communication.
2. To improve understanding of opportunities in the field of communication.
3. To equip with current technology related to the communication field.
4. To enhance effectiveness of cross cultural communication differences.

### Course Outcomes

Students shall be able to:

1. Know the role and process of business communication.
2. Differentiate between formal and informal communication
3. Manage the interpersonal communication
4. Apply the techniques of effective communication in letter and report preparation
5. Communicate effectively in presentations and interviews

**Unit 1 - Role of Communication in Business:** Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence – Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

**Unit2 - Managing Organization Communication:** Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

**Unit 3 - Managing Interpersonal Communication:** Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

**Unit 4 - Business Writing Skills:** Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals- Formal Reports.

**Unit 5 - Presentation skills** – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

## **References**

1. MallikaNawal: "Business Communication", Cengage Learning, New Delhi, 2012.
2. Kuberudu B. and Srinivasa Krishna K., "Business Communication and Soft Skills", Excel Books, 2008.
3. Meenakshi Rama, "Business Communication", Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, "Business Communication", Himalaya Publishing House, Mumbai
5. Paul Turner: "Organisational Communication", JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das, "Business Communication", PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: "Business Communication", Vikas Publishing House, New Delhi, 2012.
8. Kelly M. Quintanilla, Shawn T.Wahl, "Business and Professional Communication", SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: "Business Communication", University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: "Business Communication Skills", Everest Publishing House, New Delhi, 2011

## Course Title: Business, Government and Society

Course Code	: 17BA1T5	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
2. Understand the rationale for government interventions in market systems. Understand and appreciate the social aspects of business.
3. Develop Social Responsibility and make their own judgments as to the proper balance of attention to multiple bottom lines.
4. Develop the skills needed to work through ethical dilemmas in a globalised economic era.

### Course Outcomes

Student shall be able to:

1. Helps the student to find the relationships of business, government and society in the social, economic and political systems of the India and the world.
2. Thoroughly describe the elements of corporate governance.
3. Helps in evaluating the Issues in business/government relations, regulation, business ethics, law and international competition.
4. Demonstrate a comprehensive understanding of corporate social responsibility.

**Unit 1 - Introduction:** Relationship among Business, Government and Society (BGS) – Importance of Business, Government and Society to Managers – Dynamic Forces Changing Business Environment – Models of BGS Relationships – Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model.

**Unit2 - Corporate Governance:** Definition and Significance of Corporate Governance – Historical Perspective of Corporate Governance – International Perspective on Corporate Governance (Overview) – Theoretical Foundations of Corporate Governance – Elements of Governance in Organizations – Obligation to Stakeholders of Business – Major Corporate Governance Failures in Domestic and MNCs – Whistle-blowing and Corporate Governance.

**Unit 3 - Public Policies:** The Role of Public Policies in Governing Business – Classification and Levels of Public Policy – Public Private Partnerships – Government Regulations in Business – Environmental Concerns and Corporations – Laws Governing Environment – New Industrial Policy, 2015 – India’s Competitiveness in the World Economy.

**Unit 4 - Business Ethics:** Concept and Definition of Business Ethics – Importance of Ethics, Values and Morals for Business Success – Evolution of Business Ethics – Ethical Theories and Approaches – Unethical Issues in Business – Ethical Dilemmas and Decision Making – Managing Ethical Organizations.

**Unit 5 - Corporate Social Responsibility:** From Social Responsibility to Shared Value into Social Progress – Types and Nature of Social Responsibilities – Arguments for and Against CSR – CSR Principles and Strategies – Models of CSR – Best Practices of CSR – CSR in Indian Perspective – Movement from CSR to Shared Value and Beyond the Thinking of Social Progress.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference Books**

1. Francis Cherunilam, “Business Environment-Text and Cases”, Himalaya Publishing House, Mumbai.
2. Fernando A.C, “Business Ethics and Corporate Governance”, Pearson Edn., New Delhi, 2/e.
3. Manuel G. Velasquez, “Business Ethics”, PHI Learning, New Delhi, 2010.
4. Aswathappa K., “Essentials of Business Environment”, Himalaya Publishing House, Mumbai.
5. Dutt and Sundaram, “Indian Economy”, S. Chand, New Delhi, 2012.
6. Justin Paul, “Business Environment”, Tata McGraw Hill, New Delhi, 2006.
7. Shaikh Saleem, “Business Environment”, Pearson Education, New Delhi, 2008.
8. Rajeev Roy, “Entrepreneurship”, Oxford University Press, New Delhi, 2010
9. Avid W. Conklin: “Cases in Environment of Business”, Sage Pub. India Pvt. Ltd, New Delhi.
10. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
11. Government of India, Latest Economic Survey Report.

## Course Title: Quantitative Analysis for Business Decision

Course Code	: 17BA1T6	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

Quantitative analysis for business decisions introduces students to a collection of widely used quantitative tools and models. This course is intended:

1. To provide basic knowledge of analyzing data using various statistical and mathematical techniques for business decisions.
2. To enable better reporting for decision making.
3. To highlights the benefits as well as the limits of quantitative analysis in a real-world context.
4. To orient the students to various hypotheses testing methods as to how and where appropriately they can be applied.

### Course Outcomes

Student shall be able to:

1. To provide a formal quantitative approach to problem solving and decision making, acquire the knowledge about mean, median, mode and measures of dispersion.
2. To develop skill of using probabilistic distributions.
3. To get the knowledge of hypothesis testing for large and small samples.
4. To obtain the ability to solve linear programming problems by graphical and simple methods.
5. To familiarize the student with widely used quantitative models related to decision making, problem analysis and their interpretations in transportation problems and game theory.

**Unit 1 - Applications of Descriptive Statistics:** Measures of central tendency - Mean, Median and Mode. Measures of dispersion. Skewness and Kurtosis.

**Unit2 - Probability andProbability Distributions:** Probability: Concepts of Probability- Binomial distribution, Poisson Distribution and Normal Distribution.

**Unit 3 - Hypothesis Testing:** Type I and Type-II Errors- Large Sample Tests, Mean Test- Difference between Two Means- Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples - Difference between Two Dependent Samples or Paired Observations.

**Unit 4 - Linear programming:** Mathematical formulations of LP for product mix problems, graphical and simplex method of solving LP problems.

**Unit 5 - Transportation problems and Game theory:** Transportation problems: Various methods of finding initial basic feasible solutions and optimal cost assignment problem. Game theory-concept of game, two-person zero sum game, pure and mixed strategy games, saddle point, odds method, dominance method and graphical method

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. "Fundamentals of Mathematical Statistics" S.C. Gupta and V.K. Kapoor , Sultan Chand & Sons,
2. "Quantitative Techniques in Management", Vohra N.D., Tata McGraw Hill, New Delhi.
3. "Operations Research" by Prem Kumar Gupta, D.S.Hira, S. Chand&Company ltd.,
4. "Quantitative Techniques for Managerial Decisions"byUk Srivastava, G.V.Shenoy, S.C.Sarma, New Age International publications.
5. "Probability and Statistics" by Dr. T.K.V.Iyengar Dr. B. Krishna Gandhi and others byS.Chand.
6. "Quantitative methods Theory and Applications" by J.K.Sharma ,Macmillan.
7. "Business Statistics", by Gupta, S.C., Himalaya Publishing House, Bombay.
8. "Business Statistics" A first Course",byLevine, Krehbiel and Berenson, Pearson Education Asia.



## Course Title: Management Information System

Course Code	: 17BA1T7	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

The aim of this course is:

1. To describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.
2. To articulate the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.
3. To enable students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.
4. To enable the students to use information to assess the impact of the Internet and Internet technology on electronic commerce and electronic business and understand the specific threats and vulnerabilities of computer systems.
5. Understand the theoretical models used in database management systems to answer business questions.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Understand the basic concepts and technologies used in the field of management information systems;
2. Understand the processes of developing and implementing information systems.
3. Be aware of the ethical, social, and security issues of information systems.
4. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management.
5. Develop an understanding of how various information systems work together to accomplish the information objectives of an organization.

**Unit 1- Management information system in a digital firm:** MIS concept - Definition – Role of the MIS - Impact of the MIS-MIS and the user - Management as a control system - MIS a support to management - Development process of the MIS.

**Unit 2- System analysis and design:** System - Need for system analysis - System analysis of the existing system - System analysis of a new requirements - System Development Model - Structured System Analysis and Design - Object Oriented Analysis.

**Unit 3- Information system applications:** MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge

Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

**Unit 4- Technology of information system:** Data process- Transaction and application process- Information system process; Unified communication and network; Security challenges in E-enterprises; Security threats and vulnerability-Controlling security threat and vulnerability.

**Unit 5- Data base management system:** Objectives of data base approach- Characters of database Management systems- Data processing system- Components of DBMS packages - Data base administration- Data models - Data warehouse.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Jawadekar, W.S., "Management Information Systems", Tata McGraw Hill Private Limited, New Delhi, 2009.
2. Kenneth C. Laudon and Jane P. Laudon: "Management Information Systems" 9/e, Pearson Education, New Delhi.
3. Alex Leon and Mathew Leon: "Data Base Management Systems", Vikas Publishing House, New Delhi.
4. Goyal, D.P.: "Management Information System", MACMILLAN India Limited, New Delhi, 2008.
5. Mahadeo Jaiswal, Monika Mital: "Management Information System", Oxford University Press, New Delhi, 2008.
6. Murthy C.S.V.: "Management Information System", Himalaya Publications, New Delhi, 2008.
7. Panneerselvam R.: "Database Management System", PHI Private Limited, New Delhi, 2008.
8. Philip J, Pratt, Joseph J. Adamski: "Database Management Systems", Cengage Learning, New Delhi, 2009.
9. Richard T. Watson: "Data Management ", WILEY INDIA Limited, New Delhi, 2008.
10. Rob and Cornell: "Data Base Management Systems" Cengage Learning, New Delhi.

## Course Title: Information Technology Lab

Course Code	: 17BA1LI	External Marks	: 50
Lab/Practice	: Lab	Internal Marks	: 25
Credits	: 2	No. of Lecture Hours	: 4
Year/Semester	: I year/I semester		

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### Learning Objectives

The objectives of this practical course seek:

1. Use of modules for training to enable capabilities with productivity tools including Word, Excel, Power Point and Access.
2. Use of Database tools to introduce the creation and manipulation of tables by which students can gain knowledge in commands like MySQL.
3. To enhance problem solving and programming skills in accounting with 'Tally'.
4. To become familiar with Online Trading Systems.

### Course Outcomes

The students shall be able to become:

1. Familiar with parts of 'Word' in 'windows', to create and save documents, to set pages, create headers and footers. And use various formatting features.
  2. Familiar with parts of Excel window, to create and save a workbook with single and/or multiple worksheets, to apply operations on range of cells using built-in formulae, etc.
  3. Familiar with parts of PowerPoint win, to create and save a new presentation, apply design templates to a presentation, to insert, edit and delete a slide, etc.
  4. Knowledgeable in MS Access and do calculations and manipulations on a given project.
  5. Locate and use information in relation to financial information, demonstrate ability to integrate and record knowledge through the use of 'Tally' and apply this knowledge in the financial markets.
- 
1. Create your resume with covering letter and send to the different organizations in MS-Word.
  2. Prepare presentations for mini projects assigned for course work of first semester.
  3. Create a marks sheet for 10 students indicating marks of 5 subjects, average, remarks/status of the student using excel
  4. Spread sheet showing the monthly payments with changing interest rate over a period of loan. For example home loans and personal loans using excel.
  5. Create a pay roll system of a company having different departments with temporary and regular contract employees using MS Access.
  6. Different commands & queries (DDL, DML) in SQL.
  7. Accounting package –Tally.

8. Introduction of online financial services including online trading systems, routers, Bloomberg, websites of regulatory institutions like SEBI. Understand how a major industrial system works in trading, searching and downloading financial data.

### **Reference Books**

1. Carl Chartfield PMP, MS office Project 2007 step by step, Timothy Johnson MCP, PHI Publications
2. Edward C Willett, Microsoft Office 2003 bible, Wiley dream tech Groff, SQL 2/e, The Complete Reference, TMH, 2003.
3. Nilesh Shah, Database Systems using ORACLE:A simplified guide to SQL & PL/SQL, 2<sup>nd</sup>
4. Ed, PHI.
5. Sandani tally9-.
6. Elaine Marmel, MS Office Project 2003 bible, Wiley Publications.
7. LynnnBeigh, Head first SQL, O'Reilly.
8. Mary Pyefinch, SQL from the ground up, TATA McGraw-Hill.

## SEMESTER II

## Course Title: Financial Management

Course Code	: 17BA2T1	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

The objectives of this course are:

1. To examine the competencies, responsibilities, and tasks performed by financial managers in business organizations.
2. To help future managers in understanding the finances of an organisation and their interface with finance.
3. To explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

### Course Outcomes

This course will help students:

1. To develop a foundation of financial management concepts and tools for achieving the business objectives.
2. To enable the students understand how organisations make important investment and financing decisions, and working capital needs.
3. To understand various theories of finance, tools, issues, and controversies, and how these impact financial managers in their quest for effective decision-making.
4. To enable the students to solve realistic finance problems by applying various concepts in business setting.
5. To lay foundation to deal with more complex financial topics that arises in additional elective courses in finance.

**Unit 1-Finance Function:** An overview of Finance functions - Profit vs wealth maximization - Investment decisions: Nature of capital budgeting decisions - Techniques of capital budgeting- Pay back method, Average rate of return and Time adjusted methods- IRR and NPV-profitability index- Capital budgeting and Risk analysis.

**Unit 2-Cost of Capital and Capital Structure:** Concept and measurement of Cost of capital- Debt vs equity- Cost of equity- Preference shares- Retained earnings- Weighted average cost of capital and marginal cost of capital; Capital structure Planning: Determinants of capital structure- Capital structure theories- Operating and financial leverage.

**Unit 3-Dividend Decisions:** Dividends and value of the firm - Relevance of dividend decision, MM hypothesis, Walter and Gordon models - Factors determining dividend policy- Dividend policies - Declaration and payment of dividends- Bonus shares- Rights issue- Share splits.

**Unit 4-Working Capital Management:**Components of working capital- Gross vs. net working capital- Determinants of size of working capital - The operating cycle approach; planning of working capital- Financing of working capital through Bank finance and trade credit.

**Unit 5-Management of Current Assets:** Management of cash– Basic strategies for cash management, cash budget, cash management techniques/processes; Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables - Management of inventory – Credit policies.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference Books**

1. Khan M. Y., Jain P.K., “Financial Management - Text & Problems”. Tata McGraw-Hill.
2. Pandey I.M., “Financial Management”, Vikas Publishing House Pvt. Ltd., New Delhi.
3. Arthur Keown, John H. Martin, William Petty & David Scott Jr., “Financial Management: Principles and Applications”, Prentice Hall of India, New Delhi.
4. *Richard A. Brealey, Stewart C. Myers*, “Principles of Corporate Finance”, McGraw Hill, New Delhi.
5. Chandra Bose D., Fundamentals of Financial Management, Prentice Hall of India, New Delhi
6. Hampton J. John, “Financial Decision Making: Concepts, Problems and Cases”, Prentice Hall of India, New Delhi.
7. William R. Lasher, Financial Management” Cengage Learning, New Delhi, 2011.
8. James C. Van Horne & John M. Wachowicz Jr., “Fundamentals of Financial Management”, Prentice Hall of India, New Delhi.
9. Weston, J.F. and Brigham, E.F., “Essentials of Managerial Finance”, Pearson Education, New Delhi.
10. Winger, Bernard and Mohan, Nancy, “Principles of Financial Management”, Macmillan, Publishing Company, New York.

## Course Title: Human Resource Management

Course Code	: 17BA2T2	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

The course aims:

1. To understand the evolution in human resource management and its role in gaining sustainable competitive advantage through people.
2. To develop comprehensive skills in planning, selecting, motivating, and developing the human resources for organisational effectiveness.
3. To discuss theory and practice of compensation, employee benefits, performance development and retention.
4. To expose the students to practical situations and problem solving regarding areas of employee counseling, discipline and termination.
5. To understand the role of human resources in developing the intellectual capital and to enhance the skill and competencies to become a successful HR manager.

### Course Outcomes

Student will be able to:

1. Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives.
2. Understand the various functions of HRM and solve practical problems with their knowledge.
3. Demonstrate various methods of HR planning, recruitment, selection, placement and training.
4. Establish and evaluate the right employee performance and compensation systems.
5. Apply various industrial relationship policies suitable to different situations.

**Unit 1- Introduction to Human Resources Management:** Definition and functions- Scope- Evolution of HRM- Principles-Policies, Strategies- HRM model- Qualities and role of HR manager- Human resource management in a changing environment.

**Unit 2- Human Resource Planning:** Objectives- process- factors affecting HR planning; Job design and job analysis – Objectives and methods of job analysis; Recruitment – Purpose- Factors influencing- Sources of recruitment; Selection – Significance, Process, Placement, Induction and socialization.

**Unit 3- Employee Training:** Significance- Methods- Training procedure- Evaluating effectiveness of training; Management development programmes - Concept- skills to be developed and evaluating its effectiveness; Performance appraisal -



Objectives-Methods - Developing and administering an appraisal programme-Limitations to its effectiveness.

**Unit 4- Salary and Wage Administration:** Concept- Wage Structure- Wage and Salary Policies- Job evaluation methods and problems - Incentive payment systems - incentive mechanisms. Safety and welfare management.

**Unit 5- Managing Industrial Relations:** Trade unions-Employee participation schemes- Collective bargaining-Managing knowledge work force -Grievances and disputes resolution mechanisms; Quality of Work Life (QWL) - HR audit - Process -HRIS - methods.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Dessler, "Human Resource Management", 10<sup>th</sup> Edition, Pearson Education. New Delhi.
2. Monappa. A & Saiyaddin.M., "Personnel Management", Tata McGrawHill, New Delhi.
3. Pattanyak, "Human Resource Management", Prentice Hall of India, New Delhi.
4. Aswathappa.K, "Human Resource and Personnel Management", 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2001.
5. De Cenzo. & Stephen P.Robbins, "Personnel/ Human Resource Management", Prentice Hall of India, New Delhi.
6. Edwin B.Flippo, "Personnel Management", McGrawHill, New Delhi.
7. Rao V.S.P, "Human Resources Management", Excel Books, New Delhi.
8. Singh.N.K., "Human Resources Management", Excel Books, New Delhi.
9. Subba Rao P., "Human Resource Management and Industrial Relations", Himalaya Publishing House, New Delhi.

## Course Title: Marketing Management

Course Code	: 17BA2T3	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

The aim of the course is to enable students:

1. To provide an opportunity for analyzing the concepts and evolution of marketing.
2. To gain the skills in identifying alternative strategies and tactics in marketing with the help of marketing information systems and the marketing research process.
3. To understand the broad scope of marketing, societal, ethical and other diverse aspects of marketing, the final and organizational consumers.
4. To create an awareness on the various aspects relating to target market, product planning, pricing, distribution and promotion of products and services.
5. To provide an opportunity to understand the various changes occurring in the market place in terms of technology and practices.

### Course Outcomes

Upon completion of this course, students will be able to:

1. State the role and functions of marketing within a range of organisations.
2. Critically evaluate the key analytical frameworks and tools used in marketing.
3. Apply key marketing theories, frameworks and tools to solve Marketing problems.
4. Utilise information of a firm's external and internal marketing environment to identify and prioritise appropriate marketing strategies.
5. Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment.
6. Critically evaluate the marketing function and the role it plays in achieving organisational success both in commercial and non-commercial settings.
7. Evaluate and act upon the ethical and environmental concerns linked to marketing activities.

**Unit 1- Introduction to Marketing:** Concepts & evolution - Indian Marketing Environment - Role and functions of the Marketing Department; Market research: Concepts in demand - Market research - Forecasting and measurement – Market data analysis.

**Unit 2- Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets: Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.

**Unit 3- Product Management:** Product life cycle - Product mix and line - Branding and classification. New product development- Market testing - Commercialization. Pricing strategy: Factors influencing pricing -Responses to competitor's price changes.

**Unit 4- Sales Promotion and Distribution Management:** Promotional mix – Communication strategies; Channel function and flows - Channel levels - Channel management decisions.

**Unit 5- The growth and trends in Wholesaling & Retailing:** Nature and Significance - concepts – types– store management and merchandising - Contemporary issues in marketing- Green Marketing - Consumerism.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. *Philip Kotler*, “Marketing Management”, 11/e, Pearson Publishers, New Delhi, 2003
2. RajanSaxena: “Marketing Management, Tata McGraw Hill, New Delhi, 2008.
3. Boone and Kurtz: “Principles of Marketing”, Cengage Learning, New Delhi.
4. Chhabra T.N., Grover S.K., “Marketing Management”, Dhanpat Rai and Co., New Delhi, 2009.
5. Etzel, Walker, Stanton & Pandit, “Marketing Concepts & Cases”, Tata McGraw Hill, New Delhi.
6. Govindarajan M., “Marketing Management, Concepts, Cases, Challenges and Trends”, PHI Private Limited, New Delhi, 2007.
7. Karunakaran, “Marketing Management”, Himalaya Publishing House, Mumbai.
8. Charles W. *Lamb*, Joseph F. *Hair*, Carl *McDaniel*, Harish Kapoor, Henry Klaise “MKTG”, Cengage Learning, New Delhi, 2012.
9. Paul Baines, Chris Fill, Kelly Page, “Marketing”, Oxford University Press, New Delhi, 2009.
10. Ramaswamy V.S., Namakumari S., “Marketing Management”, Macmillan, New Delhi, 2003.

## Course Title: Production and Operations Management

Course Code	: 17BA2T4	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. Understand the functional area of production and operations management as practiced in manufacturing industries and the services sector.
2. Understand the translation of product and service requirements into facilities, procedures, and operating organizations.
3. Provide an emphasis on decision making in operational areas such as: facility requirements and utilization, control and coordination of resource inputs and outputs, types of transformation/conversion processes, and performance measurements.

### Course Outcomes

Upon completion of this course, students will be able:

1. To present the student with an overall view of the decision-making process as it relates to the major areas of Production/Operations Management.
2. To enable the students understand production planning as a pre-production activity involving arranging and designing the production system.
3. To develop the concept of product planning to maximize both customer satisfaction and company profits.
4. To discuss the evolution of principles that make it possible to design facilities, processes, and control systems with a degree of predictability as to their performance.
5. To develop a degree of competency in controlling the operations systems that are designed, so that products and services may be made to meet quality standards, and be available.

**Unit 1- Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design, CAD/CAM.

**Unit 2- Production Planning and Control:** Stages in PPC – Gantt -PERT & CPM – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

**Unit 3- Managing of Work Environment:** – Automation --Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Control charts for Attributes. Acceptance Sampling Plans.

**Unit 4- Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity–factors affecting productivity, measurement & improvements in productivity -Total Productive Maintenance (TPM).

**Unit 5- Purchase and Stores Management:** Purchase functions and Procedure -Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock- Inventory Control - Different Systems of Inventory Control & Types of Inventory – ABC, VED and FNSD analyses. Value Analysis.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. PannerSelvem: “Production and Operation Management”, Prentice Hall of India, NewDelhi, 2012.
2. K. Aswathappa, K. Shridhara: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012.
3. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi, 2012.
4. Deepak Kumar Battacharya: “Production & Operation Management”, University Press, New Delhi, 2012.
5. Alan Muhlemann, John Oakland, JastiKatyayani: “Production and Operation Management”, Pearson, New Delhi, 2013.

## **Course Title: Business Research Methods**

Course Code	: 17BA2T5	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### **Learning Objectives**

This course seeks to provide students with:

1. An understanding of different aspects associated with the research process relating to management, business and the social sciences.
2. To involve focus on specific philosophical debates underlying social science research and its relevance to the understanding of knowledge, objects and truth.
3. Seek to develop an understanding on conducting research in terms of producing research problems and questions, proposal writing and supervision, writing a dissertation, literature reviews, research methods, and specific ethical issues.

### **Course Outcomes**

Students will be able to:

1. Know the fundamental concepts of research and underlying assumptions.
2. Understand the process of research and its various elements.
3. Analyse the data using various uni-variate and bi-variate techniques.
4. Apply various methodologies including sampling, questioning, empirical techniques in their project work reports.
- 5.

**Unit 1- Introduction:** Nature and importance of research- The role of business research- Types of research; Primary data and secondary data- tools and techniques of collecting data; Sampling design and sampling procedures-Random Vs. Non-random sampling techniques- determination of sample size.

**Unit 2- Measurement concepts:** Measurement and Scaling concepts- Attitude measurement, Questionnaire design- Psychometric, psychological and social instruments used in management research; Levels of measurement and types of scales- Criteria for good measurement.

**Unit 3- Research Design:** Research process- Meaning of research design- Functions and goals of research design- Characteristics- Phases- Design for different types of research- Outlining a research proposal; Pilot study and developing a case study.

**Unit 4- Data Analysis:** Editing and coding- Transform raw data into information- Basic data analysis- Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence and analysis of interdependence.

**Unit 5- Survey and Field work Management and Report Writing:** Selection of an appropriate survey research design, Nature of field work, Principles of good interviews and field work management. Dynamics of research report writing. Ethical issues in research.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Kothari C.R., “Research Methodology”, WishwaPrakashan, 2009.
2. WillamG.Zikmund: “Business Research Methods”, Cengage Learning, New Delhi, 2006.
3. Ajai S. Gaur and Sanjaya S. Gaur, “Statistical Methods for Practice and Research”, Sage Publications, New Delhi, 2007.
4. Alan Bryman, Emma Bell, “Business Research Methods”, Oxford University Press, New Delhi, 2008.
5. Battacharya, D.K., “Research Methodology”, Excel Books, New Delhi.
6. Cooper R. Donald & Schindler S. Pamela, “Business Research Methods”, 9/e, Tata McGraw Hill, New Delhi.
7. Kothari C.R, “Research Methodology Methods and Techniques”, New Age International Publishers, New Delhi, 2009.
8. Panneerselvam R., “Research Methodology”, PHI Learning Private Limited, New Delhi, 2009.
9. Sachdeva, “Business Research Methods”, Himalaya Publishing House, Mumbai.
10. Shajahan S., “Research Methods for management”, JAICO Publishing House, New Delhi, 2009.

## Course Title: Organizational Behaviour

Course Code	: 17BA2T6	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: I year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To enable the students in explaining organizational theory in relation to management practices.
2. To provide students with a sound knowledge and personal understanding of the impact of human behaviour on work in groups and organisation.
3. To explain the determinants of individual, group dynamics and their impact on organizational effectiveness.
4. To understand the significance of key organizational processes in relation to current trends in the management of human resources.
5. To understand various strategies in resolving conflicts, negotiations and various ways of managing stress in organizations.

### Course Outcomes

Upon completion of this course, the student will have reliably demonstrated the ability to:

1. Analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
2. Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
3. Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
4. Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
5. Confidently interact with others in a number of organizational settings.

**Unit 1- Introduction:** Nature and scope - Linkage with other social sciences - Individual roles and organizational goals - Approaches to organizational behavior - Models of organizational behavior- Challenges and opportunities to OB.

**Unit 2- Individual perception:** Nature - Process - Selection - Organization and interpretation - Factors influencing perception- Barriers in perceptual accuracy – Learning – Characteristics, process and theories of learning; Attitudes and values - Formation - Types.

**Unit 3- Personality Development and Group dynamics:** Nature - Stages - Determinants of personality - Johari Window - Transactional analysis; Leadership –Styles and



theories; Group dynamics- Meaning and types of group - Dynamics of group formation - Conflict resolution in groups and problem solving techniques.

**Unit 4- Inter-Personal Communication:** Listening – feedback - Collaborative processes in work groups, Organizational change -Change dimensions – Change processes- Pressures for change-Resistance to change- Over coming resistance to change.

**Unit 5- Organizational Culture and development:** Definition and characteristics, creating and sustaining culture, Stress in organizations - Organizational development: Goals - Processes - Nature of OD – interventions.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### Reference Books

1. Aswathappa K., “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008.
2. Stephen B. Robbins, “Organisational Behavior”, PHI, NewDelhi, 2008.
3. *Gregory Moorhead, Ricky W. Griffin*, “Organizational Behavior”, Biztantra, New Delhi, 2009.
4. Jai B.P. Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.
5. Nelson,Quick, Khandelwal, “An Innovative Approach to Learning and Teaching OrganisationalBehaviour” Cengage Learning,2012.
6. PareekUdai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
7. Schermerhorn, Hunt and Osborn: “Organizational Behavior”, Wiley India Limited, New Delhi, 2007.
8. Sharma V.S., Veluri: “Organizational Behavior”, JAICO Publishing House, New Delhi, 2009.
9. Hellriegel& Slocum, “Fundamentals of Organizational Behavior”, Cengage Learning India, New Delhi, 2009.
10. *Mary Ann Von Glinow, Radha R. Sharma, Steven L. McShane*, “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.

## Course Title: Data Analysis Lab

Course Code	: 17BA2LI	External Marks	: 50
Lab/Practice	: Lab	Internal Marks	: 25
Credits	: 2	No. of Lecture Hours	: 4
Year/Semester	: II year/I semester		

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### Course Outcomes

The students shall be able to:

1. Understand the importance of Excel in the data analysis.
2. Identify the relevant analytical tools for a given data set.
3. Apply various analytical tools suitable to different data sets.
4. Draw inferences from the results of the analysis

1. Data Analysis using Excel- Descriptive and Graphs
2. Data Analysis using Excel- Uni-variate statistics
3. Data Analysis using Excel- Bi-variate statistics
4. Statistical packages- Data entry
5. Statistical packages- Descriptive statistics & Graphs
6. Statistical packages- Uni-variate statistics
7. Statistical packages- Bi-variate statistics
8. Statistical packages- Multivariate statistics

### References

1. Manohar Hansa Lysander, Data Analysis and Business Modelling Using Microsoft Excel, PHI (2016)
2. Ash Narayan Sah Data Analysis Using Microsoft Excel, Excel Books.(2009)
3. Elizabeth, Ph.D. Bigham, Introduction to PSPP: A Step by Step Guide: Volume 9 (Everyday Application of Social Science Research) CreateSpace Independent Publishing Platform; 1 ed (2013)
4. <http://bookboon.com/en/excel-2010-introduction-part-i-ebook>
5. <http://bookboon.com/en/excel-2010-advanced-ebook>

## Course Title: Soft Skills Lab

Course Code	: 17BA2L2	External Marks	: 50
Lab/Practice	: Lab	Internal Marks	: 25
Credits	: 2	No. of Lecture Hours	: 4
Year/Semester	: II year/I semester		

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### Learning Objectives

This course seeks to provide students with:

1. The ability to develop an awareness of the technological advancements that help in increasing their skills in communication.
2. An ability to develop and learn the application of acceptable communication skills essential for a workforce to survive in a competitive, global environment.
3. The importance of succinct written expression to modern business communication through various types of business communication media.

### Course Outcomes

Students shall be able to:

1. Know the role of business communication.
  2. Manage the interpersonal communication.
  3. Apply the techniques of effective communication in writing.
  4. Communicate effectively in interviews through better time management and stress management techniques.
1. **Communication:** Word Power-Story Interpretation - Change one Word - Draw a Picture - Body Language - Hidden data of Communication - Create many words from one word- Tele – etiquette.
  2. **Goal Setting** – Method Study - Brain Writing - Blind Fold - Role Play – Transactional Analysis.
  3. **Time Management** - Self Management- Stress Exercises- Meditation-First Aid Management.
  4. **Paper Presentations** - Technical papers, Conceptual papers, Plagiarism.
  5. **Precise Writing** - Draft a Notice - Book Review – A to Z Review.

### References

1. Barun K. Mitra, "Personality Development and Soft Skills", Oxford University Press, 2011.
2. Bhaskara Rao V. and Kameswari Y., "Successful Career - Soft skills and Business English, Personality and Career plan", B. S. Publications, New Delhi.

3. Daniel Goleman, "Emotional Intelligence: Why It Can Matter More Than I.Q.", Bantam Books.
4. Dhanavel S.P., "English and Soft Skills", Orient Black Swan, Hyderabad.
5. GhoshB. N., "Managing Soft Skills for Personality Development", Tata Mc-Graw Hill Publishing Co.Ltd, New Delhi.
6. Gopaldaswamy Ramesh, "The ACE of Soft Skills: Attitude, Communication and Etiquette for Success", Pearson.
7. Jeff Butterfield, "Soft Skills for Everyone", Cengage learning, New Delhi, 2012.
8. Jenny Rogers, "Job Interview Success: Your Complete Guide to Practical Interview Skills", McGraw-Hill Professional Publishing, 2011.
9. Suresh E. Kumar, "Communication Skills and Soft Skills: An Integrated Approach", Pearson, 2010.
10. Shoba Rao, "Soft Skills for Positive Traits", Tata Mc-Graw Hill Publishing Co.Ltd, New Delhi.

## SEMESTER III

## Course Title: Strategic Management

Course Code	: 17BA3T1	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able:

1. To understand various concepts like strategies, plans, policies and programs that are imperative to understand strategic management.
2. To compare conceptual models of strategic management and to understand its applicability in understanding the constraints and opportunities in the sectors.
3. To enable the understanding of various elements of organisation structure and how they translate into organizational design.
4. To ensure a clear understanding of the strategic framework at the corporate, business and functional levels.
5. To equip the students with an understanding of the procedural issues in designing the structure and systems of strategy implementation and strategic control.

### Course Outcomes

By the end of this course the student will be able to:

1. Identify the forces impacting on corporate and business strategies and be critically aware of factors involved in strategy making.
2. Develop strategies and action plans to achieve an organization's vision, mission, and goals.
3. Assess the resources and constraints for strategy making in a business context.
4. Explain the importance of social, economic, technological and political forces.
5. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry and cultural differences.
6. Analyse the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancements.

**Unit 1- Introduction:** Concepts in strategic management- Strategic management as a process –Developing a strategic vision- Mission - Objectives- Policies – Factors that shape a company’s strategy – Crafting a strategy; Environmental scanning: Industry and competitive analysis – Methods.

**Unit 2- Evaluating company resources and competitive capabilities:** Strategy and competitive advantage- Strategies and competitive advantages in diversified companies and its evaluation; Strategic Analysis and Choice: Tools and techniques- Porter's Five Force Model- BCG Matrix-GE Model - Balanced Scorecard.

**Unit 3- Strategy Formulation :** Strategy framework for analyzing competition- Porter's value chain analysis- Competitive advantage of a firm - Exit and entry barriers - Formulation of strategy at corporate business and functional levels. Types of strategies –Restructuring and diversification strategies: Turnaround Strategy- strategies for Mergers – Acquisitions - Takeovers and Joint Ventures; Diversification Strategy - types of diversification strategies; concept of core competence - Tailoring strategy to fit specific industry.

**Unit 4- Strategy Implementation:** Resource allocation and procedural issues - Leadership and corporate culture- Values - Strategy and Structure - Strategic Leadership and Style - Key Strategic Leadership Actions - Strategies for competing in Globalising markets and internet economy.

**Unit 5- Strategy Evaluation and control:** Role of the strategist in establishing strategic controls - Organizational systems and Techniques of strategic evaluation. Measuring performance - Using qualitative and quantitative benchmarking to evaluate performance - Strategic information systems – Problems in measuring performance – Strategic surveillance -strategic audit.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference Books**

1. Kazmi, "Strategic Management and Business Policy", Tata McGraw Hill, 2009.
2. Subba Rao P, "Business Policy and Strategic Management", Himalaya Publishing House, New Delhi, 2010.
3. Adrian Haberberg&Alison, "Strategic Management", Oxford University Press, New Delhi, 2009.
4. AmitaMital, "Cases in Strategic Management", Tata McGraw Hill, New Delhi, 2008.
5. Appa Rao, Parvatheshwara Rao, Shiva Rama Krishna, "Strategic Management and Business Policy", Excel Books, New Delhi, 2008.
6. Hiriyappa B, "Strategic Management", New Age Internationals, New Delhi, 2008.
7. Mathur U.C, "Strategic Management", MacMillan Publishers, New Delhi, 2009.
8. Srinivasn R, "Strategic Mangement", PHI Learning, New Delhi, 2009.
9. Thompson & Strickland, "Strategic Management", Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2003.
10. Vijaya Kumar P. Hitt A., "Strategic Management", Cengage learning, New Delhi, 2010.

## Course Title: Entrepreneurship Development & Business Models

Course Code	: 17BA3T2	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy.
2. To develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control.
3. To draft the project proposal in any area of management and evaluate the worth of projects.
4. To provides an insight into the emerging business models and trends which are having significant bearing on value creation to all the stake holders.
5. To discuss new issues and concerns related to gender, social responsibility, environmental responsibility and corporate ethics are influencing the functioning of the corporate.

### Course Outcomes

By the end of this course the student will be able:

1. To make the students aware of the importance of entrepreneurship opportunities available in the society for the entrepreneur.
2. Acquaint them with the challenges faced by the entrepreneur.
3. To provide insights into designing business models; the integration of strategic perspectives related to marketing, financial, organizational and operational aspects and business excellence frameworks.
4. To analyse and evaluate, various business models for their usefulness in the emerging scenario.
5. To enable the students to develop new models those are suitable to the local conditions and may find solutions the unresolved problems.

**Unit 1- Entrepreneur:** Evolution, Characteristics, Types, Functions of Entrepreneur  
- Factors influencing entrepreneurship- Barriers to entrepreneurship- Growth of Entrepreneurship in India- women entrepreneurship in India- Role of Entrepreneurship in Economic Development.

**Unit 2- Financing Of Enterprises:** Need for Financial Planning- Sources of finance, Capital Structure, Term-loan, - Sources of Short-Term Finance, Capitalization,



Venture capital, Export Finance,- Institutional Finance To Entrepreneurs, - Preparation of Business Plans,

**Unit 3- Business Model:** Definition – Generating a business model – Nine building blocks of a canvas (Value Propositions; Key Activities; Key Partners; Key Resources; Customer Relationships; Customer Segments; Channels; Cost Structure and Revenue Streams)

**Unit 4- Planning and Execution:** Profitability potential of resources (VRISA analysis) – Cost drivers (Industry; Resource; Activity; Position)- Sources of competitive advantage (SevenCs model)– Model for execution (BS2PE framework).

**Unit 5- Business Excellence Models:** Core values and concepts – Business Excellence frameworks of USA (MBNQA); Europe (EFQM) and CII-EXIM Model of India.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### Reference Books

1. Osterwalder, Alexander and Yves Pigneur; “Business Model Generation”, John Wiley & Sons, New Jersey, 2012.
2. Roy Rajeev, “Entrepreneurship “ Oxford Latest Edition, 2008
3. Afuah, Allan; “Business Models: A Strategic Management Approach”, McGraw-Hill, New York, 2004.
4. E. Gordon & K. Natarajan “Entrepreneurship Development” Himalaya 2008,
5. Coulter Entrepreneurship inAction PHI 2nd Edition
6. Haim Kilov, Kilov Haim Kilov, “Business Models: A Guide for Business and It”, Prentice Hall.
7. Johnson, Mark W.; “Seizing the White Space: Business Model Innovation for Growth and Renewal”, Harvard Business School Press, Boston, 2010.
8. Christian Nielsen and Morten Lund, “Business models-Networking, innovation and globalizing”, free e-book downloadable at  
“<http://bookboon.com/download/9331acdd-8452-427f-b55c-a0c900bb7c65.pdf>”

**Marketing (Electives)**  
**Course Title: Service Marketing**

Course Code	: 17BA3T3M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

By the end of the course, students will be able to:

1. Identify and address the concept of deregulation of services, growing competition, fluctuations in demand, and the application of new technologies are presenting considerable challenge to service companies.
2. To address the need for understanding consumer behavior as it applies to the purchase of services and to the interaction between customers and service providers.
3. To examine marketing in industries that deal primarily in services but also from the perspective of all organizations.

**Course Outcomes**

Upon completion of this course, students will be able to:

1. Have a comprehensive understanding of services and how they are marketed.
2. Understand the service quality and its measurement and the link between service quality and customers satisfaction.
3. Apply various concepts and techniques of service marketing.
4. Evaluate marketing practices and strategies that are applied in the service sector.
5. Appreciation and understand the unique challenges inherent in managing and delivering service excellence at a profit.

**Unit 1- Understanding services marketing:** Introduction- services in the modern economy. Classification of services- Services as a system- Relationship Marketing- The nature of service consumption- Understanding customer needs and expectations.

**Unit 2- Services market segmentations:** The process of market segmentation- Selecting the appropriate customer portfolio- Creating and maintaining valued relations- customer loyalty- Positioning a service in the market- Planning and branding service products. New service development.

**Unit 3- Pricing strategies for services:** Service pricing- Establishing monetary pricing objectives- Foundations of pricing objectives- Pricing and demand- Putting service pricing strategies into practice.

**Unit 4- Service promotion:** The role of marketing communication- Implication for communication strategies- Setting communication objectives- Marketing communication mix.

**Unit 5- Planning and managing service delivery:** Creating delivery systems in price cyberspace and time- The physical evidence of the service space- The role of intermediaries-Marketing plans for services- The marketing planning process. Relevant cases have to be discussed in each unit.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. GovindApte, "Services Marketing", Oxford University Press, New Delhi, 2009
2. Rampal MK and Gupta SL, "Service Marketing Concepts, Applications & Cases", Galgotia Publishing Company, New Delhi.
3. VasanthiVenugopal, "Services Marketing", Himalaya Publishing House, 2010
4. Audrey Gilmore: "Services Marketing and Management", Sage Publication, New Delhi, 2008.
5. Christian Gronroos: "Service Management and Marketing", Wiley India, New Delhi, 2010
6. Douglas Hoffman K, "Marketing of Services", Cengage learning, New Delhi, 2010
7. Gurudev Singh Thakur, "Services Marketing", Kalyani Publications, New Delhi, 2009
8. Harsh V. Verma, "Services Marketing", Pearson Education, New Delhi. 2009
9. NimithChowdhary, "Marketing of Services", MacMillan Publishers, New Delhi, 2009
10. RajendraNargundkar, "Services Marketing", TMH, New Delhi 2010.
11. Ravi Shanker, "Services Marketing", Excel Books, New Delhi, 2010.

## Course Title: Advertisement and Brand Management

Course Code	: 17BA3T4M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To understand the importance of advertising process as key decision area for effective management decisions.
2. To increase students' understanding of important issues in planning and executing advertising campaigns.
3. To understand the basic elements of advertising/marketing communications that support brand development.
4. To be able to strategically apply advertising and communication strategies to brand needs.
5. To understand how brand equity contributes to corporate value, and the various methods used to evaluate brand equity.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Understand key aspects of advertising.
2. Describe the purpose and methods of effectively managing brands including how to build brand equity and establish brand identity.
3. Formulate effective advertising and brand strategies for consumer and business goods and services.

**Unit 1- Advertising:** Advertising – Concept, Importance, Functions, and Types of Advertising – Reasons for Advertising – Economic, Social, Ethical Aspects of Advertising – Advertising and Marketing Mix – Advertising as a Tool of Marketing Communication –Management of advertising agencies: Functions and Types of Agencies, Structure and Process, Agency Services, and Agency-Client Interface.

**Unit 2- Advertisement Budgets:** Advertising Budget: Factors Influencing Advertising Budget, Establishment and allocation of Resources, Methods and Models of Advertising Budget. Media Planning & Selection: Concept of Media – Establishing Media Objectives – Types of Media – Media Selection – Media Planning Process – Media Planning and Strategies – Media Mix Decisions – Media Scheduling.

**Unit 3- Advertisement:** Visual layout - Art work - Production traffic copy - Effective use of words– Advertising Appeals – Layout Principles. Advertisement effectiveness-Pre-testing - Post testing - Experimental designs.

**Unit 4- Brand:** Concept – Nature and importance of brand - Brand name and management -Brand image - Brand positioning – Brand and consumers - Brand equity – Brand Loyalty - Brand Personality.

**Unit 5- Brand Extensions:** Brand over time – Stages of concept management – Challenges facing brands – Brand revitalization and elimination – Brand and firm – Brand valuation.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Aaker, David, “Managing Brand Equity”, Prentice Hall of India, New Delhi, (2002).
2. S. H.H. Kazmi, “Advertising and sales promotion”, Excel Books, New Delhi, 2010.
3. Belch, G. E. & Belch, M. A., “Advertising and Promotion”, Tata McGraw Hill, (2001).
4. Chunawalla S.A., “Foundations of Advertising”, Himalaya Publishing House, New Delhi, 2010.
5. Gupta S.L., “Brand Management”, Himalaya Publishing House, New Delhi, 2010.
6. Keller K. L., Strategic Brand Management, 2<sup>nd</sup> Edition, Pearson Education, 2003.
7. Kumar, Ramesh “Managing Indian Brands”, Vikas Publishing House, Delhi, 2004.
8. Moorthy Y.L.R., ‘Brand Management’, Vakas Publishing House, New Delhi, 2009.
9. Ronald Lane, “Advertising Procedure”, Pearson Education, New Delhi, 2008.
10. Sangeetha Sharma, “Advertising”, PHI Learning, New Delhi, 2009.
11. Shimp, “Advertising and Promotion”, Cengage Learning, New Delhi, 2008.
12. Shah, Alan D. Souza, “Advertising and Promotion”, TMH, New Delhi, 2009.

## Course Title: Consumer Behaviour

Course Code	: 17BA3T5M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. To define the conception of consumer behaviour and reveal its importance in the context of marketing.
2. To identify factors that influence consumer behaviour.
3. To examine the consumer decision-making process.
4. To describe the target market and determine the positioning strategy according to consumer characteristics and behaviour.

### Course Outcomes

By the end of this course students should be able to:

1. Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
2. Demonstrate how as a marketer you can use your knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence those behaviours.
3. Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviours of individuals.
4. Complete a project that demonstrates both your working knowledge and analytical skills in assessing the consumer decision-making process.
5. Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.

**Unit 1- Introduction to Consumer Behaviour:** Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

**Unit 2- Psychological Foundations of Consumer Behavior:** Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

**Unit 3- Communication and Consumer Behaviour:** Components of communications process, designing persuasive communication and Diffusion of Innovations.

Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.

**Unit 4- Consumerism:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

**Unit 5- Consumer Protection:** Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Ramneek Kapoor, Nnamdi O. Madichie: "Consumer Behaviour Text and Cases", TMH, New Delhi, 2012.
2. RamanujMajumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011.
3. M.S.Raju: "Consumer Behavior Concepts, applications and Cases", Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J. Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and KanukL.LConsumerBehaviour, 8/e, Pearson Education, New Delhi, 2003.
6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.

## Course Title: Rural and Agricultural Marketing

Course Code	: 17BA3T6M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. To explore the agriculture and rural Marketing environment so that students can understand consumers' and marketing characteristics.
2. To develop an insight into rural marketing regarding different concepts and basic practices in this area.
3. To discuss the challenges and opportunities in the field of rural marketing.

### Course Outcomes

By the end of this course students should be able to:

1. Understand the concept of rural markets and rural consumer.
2. Thoroughly describe major problems in rural credit and suggest various improvements.
3. Demonstrate agricultural marketing, its defects and governments role in improving these defects.
4. Understand various opportunities and major government and non-government agencies in agri-business.

**Unit 1- Rural Markets in India:** An overview: Nature, Definition, Scope, Importance, and Characteristics of Rural Markets – Classification of Rural Markets – Rural vs. Urban Markets – Rural Marketing Environment: Demographic, Economic, Socio-cultural and Psychological Factors – other factors like Population, Land Distribution & Use, and Infrastructure – Rural Demand and Rural Market Index – Changing Trends of Rural Marketing – Future of Rural Marketing in India.

**Unit 2- Rural Consumer Behavior & Marketing Strategy:** Characteristics of Rural Consumer – Factors Affecting Rural Consumer Behavior – Rural Consumers Vs Urban Consumers: a Comparison, Relevance of Marketing Mix for Rural Market/Consumers – Problems in Rural Market – Segmentation, Targeting & Positioning for Rural Market – Product and Pricing Decisions for Rural Markets: Product Developments, Product Adoptions, Modification Decisions (including packaging) Branding, Decisions of Product Augmentation for Rural Marketing and Rural Pricing Elements and Decisions.



**Unit 3- Managing the Rural Promotions:** Understanding Rural Communication Media (Traditional Vs. Current Opportunities) – Designing & Developing Rural Market Promotions, Accessing Rural Indian Markets: Distribution, Dynamics of Distribution Process, Participants in the Channel, Types of Intermediaries, Role of IT in Rural Marketing (e-choupals) – Understanding the Rural Marketing Process.

**Unit 4- Understanding Agricultural Markets:** Nature & scope, Objectives of Agriculture Marketing, Challenges in Agriculture Marketing, Agriculture Marketing & its Economic importance, Agricultural Produces and their Market – Profiling of Indian agricultural produces marketing – challenges in marketing of agricultural produce – Strategies to promote marketing of agricultural produce – Marketing of rural artisan products – Characteristics of Indian handicrafts industry– Challenges for rural artisan sector – Government policy towards handicrafts sector – marketing strategies for the development of rural artisan sector.

**Unit 5- Corporate Sector in Agri-Business:** Reasons for Increased Interest of Corporate Sector in Agribusiness – Opportunities in the Agri-Business – Benefits of Corporate driven Agri-Business – Digitalizing the Indian Agri& Rural Markets-e-rural Marketing: Select Live Case Studies-ITC echoupal, TARA haat, EID Parry’s India agriline, Kandhamal Apex Spices Association for Marketing (KASAM) – Export Potential for Agri-products – Major of Government and Non-Govt. Agencies in the Development of Rural and Agricultural Sector.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Rural Marketing - Pradeep Kashyap& Siddhartha Raut, Biztantra.
2. Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.
3. Rural Marketing - Dogra &KarminderGhuman, 1/e, TMH.
4. Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.
5. Rural Marketing – Krishnamacharyulu C. G &Lalitha Ramakrishnan, Pearson Education.
6. Rural Marketing – Habeeb Ur Rahman, 1/e, HPH, 2004.
7. Rural Marketing –Sukhpal Singh, Vikas Publishers
8. Rural Marketing – MinoutiKamat& R. Krishnamoorthy, 3/e, HPH.
9. Agricultural Marketing in India – Acharya, Oxford I B H.
10. Advertising & Marketing in Rural India- Tej K. Bhatia, 2/e, Macmillan.
11. Marketing of Agricultural Products - Richard Kohls and Joseph N. Uhl, 9/e, PHI.
12. Rural Marketing – R.V.Badi, N.V. Badi, HPH.

**Finance (Electives)**  
**Course Title: Security Analysis & Portfolio Management**

Course Code	: 17BA3T3F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

This course is aimed at enabling the students:

1. To make investment decision and at providing a comprehensive introduction to the areas of security analysis and portfolio management.
2. To enable a comprehensive and continuing illustration of the application of the techniques of the course with the help of analytical tools.
3. To dwells on the investment avenues, and operations of the Indian stock market and the role of various financial institutions in aiding the capital formation.

**Course Outcomes**

Upon completion of this course, students will be able to:

1. To understand the investment opportunities and the nature of investment decisions.
2. To provide an introduction to the investment environment and the procedural issues of the security markets.
3. To provide a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis.
4. To develop and explore the relational and exploratory methods and influences considered by technical analysts.
5. To provide an update of the various instruments and their regulatory systems on the portfolio analysis.

**Unit 1- Investments:** The investment environment- Classification of financial markets and instruments- Securities trading – Types of orders- Margin trading- Clearing and settlement procedures- Regularity systems for equity markets.

**Unit 2- Security Analysis& Capital Market Theory:** Macroeconomic- Industry and company analysis- Concept of intrinsic value- Efficient market hypothesis. Objectives and beliefs of fundamental analysts- Theory of technical analysis.

**Unit 3- Bond & Equity Valuation:** Bond pricing theorems, Convexity, Duration, Bond immunization, Active bond management and passive bond management; Equity valuation models: Discounted cash-flow techniques - Balance sheet valuation- Dividend discount models - Intrinsic value and market price- earnings multiplier approach- P/E ratio - Price/ book value - Price/sales ratio, Economic value added (EVA).

**Unit 4- Returns and Risk:** meaning of returns, methods for returns, Concept of Risk- measuring risk and returns, portfolio returns - Portfolio Risk – types - Measurement and diversification of risk- Mean variance approach.

**Unit 5- Portfolio management:** meaning, importance and objectives, portfolio returns, Portfolio Selection: Traditional portfolio selection - Markowitz portfolio model – Sharpe’s single index model, Capital asset pricing model (CAPM), Arbitrage pricing theory.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference books**

1. Bhalla. V.K. “Investment Management: Security Analysis and Portfolio Management”, Sultan Chand, New Delhi.
2. Prasanna Chandra, “Investment analysis and portfolio management”, Second Edition, Tata McGraw Hill.
3. Bhat S., “Security Analysis & Portfolio Management”, Excel Books.
4. Fischer, Donald E. and Ronald J. Jordan, “Security Analysis and Portfolio Management”, Prentice Hall of India, New Delhi
5. Kevin S. “Security Analysis and Portfolio Management”, prentice hall of India
6. Punithavathypandian, “Security Analysis and Portfolio Management”, Vikas
7. Sharpe, William, F. G. Alexander, F. Bailey, and W. C. Sharpe, “Investments”, New Delhi, Prentice Hall of India.

## Course Title: Financial Markets and Services

Course Code	: 17BA3T4F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course is aimed at enabling the students:

1. To make investment decision and at providing a comprehensive introduction to the areas of security analysis and portfolio management.
2. To enable a comprehensive and continuing illustration of the application of the techniques of the course with the help of analytical tools.
3. To dwells on the investment avenues, and operations of the Indian stock market and the role of various financial institutions in aiding the capital formation.

### Course Outcomes

Upon completion of this course, students will be able to:

1. To understand the investment opportunities and the nature of investment decisions.
2. To provide an introduction to the investment environment and the procedural issues of the security markets.
3. To provide a framework of risk and return for enabling an understanding of the theoretical tenets of investment analysis.
4. To develop and explore the relational and exploratory methods and influences considered by technical analysts.
5. To provide an update of the various instruments and their regulatory systems on the portfolio analysis.
6. To acquaint the student with specific financial management problems of financial institutions with a study of the working of the leading financial institutions in India.

**Unit 1- The Basic Theoretical Perspectives:** The financial market system and its nature and scope - Factors affecting the stability of the financial system - Development money market vs. capital market - Financial intermediaries.

**Unit 2- Banking Financial Institutions:** RBI- Central banking- Commercial banks - Public and the private sectors –Structure and comparative performance - Bank capital – Adequacy norms and capital market support; Non- Banking financial institutions- control by RBI and SEBI- A perspective on future role; Commercial paper- features and advantages.

**Unit 3- The Financial Institutions:** A brief historical perspective - An update on the performance of ICIC, IDIBI, IFCI and SFCs - The insurance industry and its regulation - Efficiency and the structure of the insurance industry - Pension funds- Pension plans today.

**Unit 4- Financial Services:**Range of services - Characters - Financial services- UTI and mutual funds organizations and hire purchase finance - Lease finance- Housing finance organizations - Venture capital financing - Evaluation of factoring and forfeiting - Functions and advantages - Credit rating agency.

**Unit 5- Merchant Banking and Operation:** Nature and scope of merchant banking service - Functions and activities - Bankers to an issue - Portfolio managers - The regulatory framework - SEBI and Regulation of primary and secondary Markets - India company law provisions.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Clifford Gomez, "Financial Markets, Institutions and Financial Services", PHI learning, New Delhi, 2009.
2. Gordon E. and Natarajan K., "Financial Market and Services", Himalaya Publishing House, New Delhi.
3. Meir Kohn, "Financial Institution and Markets", Oxford University press, New Delhi, 2009.
4. Avadhani V. A., "Marketing of Financial Services", Himalaya Publishing House, Mumbai.
5. Bharti V. Pathak, "The Indian Financial System", Pearson Education, New Delhi, 2010.
6. L.M. Bhole, "Financial Institution and Markets", TMH, New Delhi, 2009.
7. Shanmugham R., "Financial Services", Wiley India, New Delhi, 2010.
8. Verma J.C., "Management of Financial Services", Anmol Publications, New Delhi.

## Course Title: Corporate Finance

Course Code	: 17BA3T5F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course aims to provide the students with:

1. The fundamental concepts, principles and approaches of corporate finance,
2. Enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.
3. A focus on the financial management of both publicly held and private corporations.
4. To combine the existing skills of finance with fundamental issues of managerial finance and introduce the concepts of corporate finance as they apply in today's global world.

### Course Outcomes

At the end of the course and having completed the essential reading and activities, students should be able:

1. To apply the concepts of corporate finance; understand the financial implication of financial statements; understand the relevant valuation techniques.
2. Understand how a cash flow analysis works, understand corporate finance in the domestic and international environment and be prepared to apply advanced methods of integrated financial management.
3. Compute the expected rate of return for investment projects and apply several valuation methods to value projects and companies.
4. Evaluate the optimal capital structure of a firm and identify the best way to return money to shareholders.

**Unit 1- Introduction:** Concept, Meaning and Nature of Corporate Finance; Goals of Corporate Financial Management; Strategic Corporate Decisions, Conflicts between Company Stakeholders, and Financial Markets — Financing of Corporations.

**Unit 2- Project Valuation and Risk & Return:** Hirschleifer analysis and Fisher separation; the NPV rule and IRR Rules of Investment Appraisal; Comparison of NPV and IRR; 'wrong' Investment Appraisal rules: Payback and Accounting rate of Return; *Risk and Return*: Introduction to Risk and Return in Security Market, CAPM and APT: mathematics of Portfolios; Mean-Variance Analysis; Two-fund Separation and the CAPM; Roll's Critique of the CAPM; Factor Models; Arbitrage Pricing Theory; Recent Extensions of the Factor Framework.

**Unit 3- Cost of Capital & Capital Structure:** Concept of Cost of Capital, Determination and valuation of Cost of Capital, Capital Structure: the Modigliani–

Miller Theorem: Capital Structure Irrelevancy; Taxation, Bankruptcy Costs and Capital Structure; Weighted Average Cost of Capital; Modigliani-Miller 2nd Proposition; the Miller Equilibrium; Asymmetric Information: 1) the under-Investment Problem, Asymmetric Information; 2) the Risk-Shifting Problem, Asymmetric Information; 3) Free cash-flow Arguments; 4) Pecking Order Theory; 5) Debt Overhang — WACC and Equity, FCF Models, APV Valuation and Capital Structure, Optimal Capital Structure, Private Equity.

**Unit 4- Valuation and Corporate Value Creation:** Understanding Fundamentals and Principles of Financial Valuation, Corporate Financial Strategy and Corporate Value, Corporate Governance and Corporate Value, Valuation Techniques (Market cap and book value, Discounted Cash Flow analysis, Trading Multiples, Transaction Multiples, Others (e.g. Real options, Trade Buyer's Approach).

**Unit 5- Market Efficiency:** Efficient Markets – Theory and empirical Evidence: Underpinning and Definitions of Market Efficiency; Weak-form tests: Return Predictability; Joint Hypothesis Problem; Semi-strong Form Tests: Event Study Methodology and Examples; Strong Form Tests: Tests for Private Information; Long horizon Return Predictability, Role of Efficient Market Hypothesis in Corporate Analysis, Capital Market Benchmarking.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### Reference Books

1. Stephen Ross, Randolph Westerfield, and Jeffrey Jaffe: Corporate Finance, 10th Edition, by, McGraw-Hill Corporate Finance, 3<sup>rd</sup> Edition, by Jonathan Berk and Peter DeMarzo, Pearson.
2. Grinblatt/ Titman. Financial Markets and Corporate Strategy, McGraw Hill.- G&T
3. Brealey/ Myers. Principles of Corporate Finance, 6<sup>th</sup> Edition. - B&M.
4. Brealey/ Myers. Principles of Corporate Finance 6<sup>th</sup> Edition. Study guide.
5. Frantz, P. and R. Payne. Study Guide. Corporate Finance. First Edition. 1999
6. Brealey R.A., Myers S.C. Principles of Corporate Finance, 6<sup>th</sup> edition. McGraw Hill, 2000.
7. Ross S., R.Westerfield, J.Jaffe. Corporate Finance. Fifth Edition. IRWIN-McGraw-Hill.
8. Damodaran A. Applied Corporate Finance, Wiley & Sons, 1999.
9. Reilly K.F., Brown K.C. Investment Analysis and Portfolio Management. 6<sup>th</sup> Edition. The Dryden Press.
10. Bankruptcy and Distressed Restructuring. Analytical Issues and Investment Opportunities, Edited by E. Altman. Business One, IRWIN.
11. The New Corporate Finance, Where Theory Meets Practice, Ed. by D.H. Chew, Jr. McGraw-Hill, 1999.
12. Benninga F., Sarig D., Corporate Finance: a Valuation Approach. IRWIN-McGraw-Hill, 1997.

## Course Title: Banking and Insurance Management

Course Code	: 17BA3T6F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course aims to provide the students with:

1. Information in the field of Banking and Insurance.
2. A focus on the bank's role as a financial intermediary.
3. An understanding of the Bank's balance sheet structure with the specificities of the bank's objectives and constraints.
4. The concept of insurance as it is considered by its different stakeholders: the consumer and society, the insurer himself, the surrounding economical actors and institutions.

### Course Outcomes

At the end of the course and having completed the essential reading and activities, students should be able:

1. Understand the concepts and basics of the various financial services which are in a nascent and developing stage in our country
2. Understand the main features of various banking products.
3. Understand the factors involved in marketing of banking and financial products and acquire basic skills in selling these products.
4. Be able to provide knowledge about banking, insurance.

**Unit 1- Introduction to Banking:** Introduction to Indian Financial System – Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India, origin, nationalization, reforms and Financial Inclusion in India – Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

**Unit 2- Uses of Bank Funds:** Features of Bank Credit - types of lending – assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

**Unit 3- Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model – Concept



of Regulatory Capital, Basel Accords I,II and III. Banking Innovations:-Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money – National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

**Unit 4- Introduction to Insurance:** Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers–professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

**Unit 5- Life Insurance and General Insurance:** The concept of Life Insurance – types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### Reference Books

1. Vijayakumar P., SrinivasaSubbarao P., Banking and Insurance, Himalaya Publication, New Delhi.
2. Peter.S.Rose& Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010.
3. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:”Risk Management & Insurance”, Cengage Learning, New Delhi
4. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
5. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
6. R.K.Sharma, Shashi and JagwanJagwant: “Banking and Insurance”, Kalyani Publishers, 16<sup>th</sup> edition.
7. Emmett J. Vaughan & Therese M. Vaughan: “Fundamentals of Risk & Insurance”, Wiley, India Edition. 8. H. Narayanan: “Indian Insurance – A Profile”, Jaico Publishing House, New Delhi.
- 8 S. ArunaJatesan, T.R. Viswanathan: “Risk Management & Insurance”, MacMillan New Delhi.
9. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi, 2013.
10. NeelamC.Gulati: “Banking and Insurance: Principles and Practice”, Excel Books, New Delhi 2011.

**Human Resource Management (Electives)**  
**Course Title: H R Planning**

Course Code	: 17BA3T3H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

1. To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively.
2. To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirements.
3. To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions.
4. To train them in application of human resource planning techniques.

**Course Outcomes**

Student will be able to:

1. Analyze the theory and concepts of human resource planning.
2. Identify the evolution of HRP throughout the organization.
3. Relate and apply models and methods used in forecasting.
4. Describe the applications of a Human Resources Information System.
5. Evaluate the organization's planning program.

**Unit 1- Manpower Planning:** Objectives (Micro and Macro Levels), Benefits, Advantages, Limitations and Problems; HR Planning: Linkage of HR Planning with Other HR Functions Influencing Factors in Manpower Planning.

**Unit 2- Manpower Planning:** Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory | Use and Applicability of Statistical and Mathematical Models in Manpower Planning.

**Unit 3- Quantitative determination of Human Resource requirements:** Work Study: The Human Factor in the Application of Work Study; Methods Study: the Approach to Methods Study; Work Measurement: the Purpose and the Basic Procedure.

**Unit 4- Organisation as a Matrix** of Jobs ,Organisation Structuring | Traditional Concepts | Recent Trends, Role Clarity Job Enrichment/Job Enlargement ; Career Planning/Succession Planning; Improving Manpower Utilisation and Manpower Control (Number Quality and Cost)

**Unit 5- Formulation of Manpower** for Running Enterprises with No Major Expansion Plans: A Running Enterprise with Major Plans for Expansion, Modernisation, Diversification etc. - A New Enterprise about to be set up; National (Macro Level) Manpower Planning; Recent Trends in HR Planning

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Amjad Rashid (ed.) 1987, Human Resources Planning: The Asian Experience, ILO.
2. Earnest J. McCremick, Job Analysis- Methods and Applications, AMACOM, New York, 1979.
3. Flippo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
4. Muqtada, M.A. Hildeman, (eds.), 1993, Labour Markets and Human Resources Planning in Asia: Perspective and Evidence, ILO.
5. Bhattacharyya D K., Human Resource Planning, Excel Books India, 2009.

## Course Title: Training and Development

Course Code	: 17BA3T4H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

To familiarize and enable the students with:

1. A better understanding of the skills, abilities, and practical elements of employee performance in organizations.
2. A general framework for examining and revising existing training programs and for establishing a new and viable training programs.
3. The ability to discuss, describe and evaluate the possible structures and functions for identifying training in organizations.
4. The skills to develop basic “blueprints” (instructional designs), training plans, and develop materials based on behavioral objectives tied to an organizational objective.
5. The preparation for trainees regarding training needs, methods and techniques which will, act as a major source for the development and for proper implementation in organizations.

### Course Outcomes

Student will be able to:

1. Demonstrate the need and importance of the training programs.
2. Design, Develop and implement training programs suitable to various needs of the organisation.
3. Use various training methods suitable in specific situation.
4. Evaluate the impact of training programs.
5. Understand various theories and modes of learning.

**Unit 1- Introduction to Training Concept:** Definition- Meaning- Need for training- Importance of training- Objectives of training, Concepts of education- Training and development, Overview of training functions, Types of training.

**Unit 2- Process of Training:** Steps in training, Identification of job competencies, Criteria for Identifying training needs (Person analysis, Task analysis, Organization analysis), Assessment of training needs, Methods and process of needs assessment. Trainer identification, Methods and techniques of training, Designing a training module (Cross Cultural, Leadership, Training the trainer, Change).

**Unit 3- Methods of training:** On the job training – Off the job training – Choosing optimum method – The lecture – Field trips – Panel discussion – Behaviour modeling – Interactive demonstrations – Brain storming – Case studies – Action

mazes, Incident process, In-baskets, Team tasks, Buzz-groups and syndicates, Agenda setting, Role-plays-reverse role plays, Rotational role plays, Finding metaphors, Simulations, Business games, Clinics, Critical incidents, Fish bowls, T-groups- Data gathering- Grouping methods- Transactional analysis- Exception analysis.

**Unit 4- Evaluation of Training Program:** Kirkpatrick model of evaluation, CIRO model, Cost-benefit analysis, ROI of training.

**Unit 5- Learning:** Principles of learning- Theories Of learning- Reinforcement theory- Social learning theory- Andragogy- Resistance to training; Technology in training: CBT, Multimedia training, E-learning/online learning, Distance learning.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Friedman &Schustack, "Personality: Classic Theories and Modern Research", Pearson,
2. Hurlock. Elizabeth B,"Personality Development", Tata McGraw Hill, New Delhi, 1st Ed.
3. Janakiram B.", "Training & Development", Biztantra, 2008.
4. Lynton &Pareek "Training for Development", Vistaar Publication, 2nd Ed.
5. Sahu R.K "Training for Development", Excel Books, 1st Ed., New Delhi
6. Tapomoy Deb, "Training & Development Concepts & Application",Ane Books, 6th Ed.
7. Taylor B. &Lippitt G., "Management Development and Training Hand Book", McGraw-Hill, London.
8. UdaiPareek, "Understanding Organizational Behaviour", Oxford, New Delhi, 2nd Ed.
9. William E. Blank, "Hand book for developing competency based training programmes", Prentice-Hall, New Jersey, 1982.

## Course Title: Performance Management

Course Code	: 17BA3T5H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. Obtain a clear model to plan, monitor, analyze, and maintain a satisfying process of performance improvement for the employees in their organisation.
2. Provide in-depth analyses of performance measurement tools and techniques that are used by organizations to link strategy with operations.
3. Help in developing frameworks and models for integrating these Performance management systems across business functions and initiatives.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Utilise information about the latest thinking and development in the practice of performance management.
2. Systematically analyze financial and non-financial performance measures to evaluate operational performance and monitor strategic progress.
3. Align accountability and performance measures with strategic objectives.
4. Gain the opportunity for hands-on experience performing structured analysis of the impact of products and customers on firms' operations and cost-structure.
5. Appreciate the role of leadership in developing high performance teams and implementing performance management techniques.

**Unit 1- Introduction to Performance Management** – Definition - Concepts and scope – Foundations of performance management - Performance appraisal Vs performance management – Performance management Vs human resource management - Processes for managing performance - Performance audit.

**Unit 2- Performance Management Planning & System:** Importance-Methods – Process - Goal setting - Competency mapping - Career development - Monitoring performance planning- Barriers to performance planning - Competency based performance management systems - Reward based performance management systems - Electronic performance management systems.

**Unit 3- Performance Management Tools:** Importance - Traditions and modern techniques- Balanced score card - 360 degree performance appraising - Merit rating - MBO- BARS; Performance monitoring and counseling: Objectives and principles of monitoring - Monitoring process – Coaching - Counseling and monitoring - Concepts and skills.

**Unit 4- Concept of Recognition & Reward:** Concept of reward management, developing reward policies, Reward strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy.

**Unit 5- Performance Management skills:** Concept of reward system in a service organization, Elements of Reward Systems, Recognizing and Rewarding Service Excellence, Reward strategy and performance management in insurance.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference Books**

1. Michael Armstrong & Angela Baron, "Performance Management: The New Realities", Jaico Publishing House, New Delhi, 2010.
2. Prem Chadha, "Performance Management", Macmillan India, New Delhi, 2008.
3. David Wade & Ron Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
4. DewakarGoel, "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009.
5. Kholi A.S., "Performance Management", Oxford University Press, New Delhi, 2009.
6. Rao T.V., "Appraising and Developing Managerial Performance", TV Rao Learning Systems Pvt. Ltd., Excel Books, 2003.
7. Rao T.V., "Performance Management Appraisal Systems", Sage Publications, 2008.
8. Sharma A.M., "Performance Management System", Himalaya Publishing House, 2010.

## Course Title: Leadership Management

Course Code :	17BA3T6H	External Marks :	60
Core / Elective :	Core	Internal Marks :	40
Credits :	3	No. of Lecture Hours :	3
Year/Semester :	II year/I semester	No. of Tutorial Hours :	2

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### Learning Objectives

By the end of the course, students will be able to:

1. To gain knowledge of role and traits of leadership.
2. To understand various leadership foundational theories.
3. To demonstrate the role of leadership in managing teams.
4. To understand dynamics in leader and follower relationships.
5. To evaluate the effectiveness of leadership.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Explain the role and traits of leadership.
2. Understand various leadership foundational theories.
3. Demonstrate the role of leadership in managing teams.
4. Analyze the dynamics in leader and follower relationships evaluate the effectiveness of leadership.

**Unit 1- Introduction to Leadership:** Definition, Importance of advanced leadership, Roles of a leader – Leadership theory paradigms – Leadership Traits and Ethics: Personality Traits and Leadership, Traits of Effective Leaders, Leadership Attitudes.

**Unit 2- Leadership Behavior and Styles:** University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories: Reinforcement Theory, Contingency Leadership Theories and Models, Leadership Continuum theory, Normative leadership theory, and Leadership Substitute Theory.

**Unit 3- Team Leadership, Organizational Leadership:** Leadership Skills for Effective Team Meetings – Ginnet’s Team Effectiveness Leadership Model – Changing Role of Leadership in Self-Managed Teams – Charismatic and Transformational leadership – Stewardship and Servant Leadership – Leadership of Culture and Diversity, Creating High Performance Culture – Strategic Leadership.

**Unit 4- Leader-follower Relations:** Followers, Evolution of Dyadic Theory – Leader Member Exchange Theory, Fellowship, Delegation, Coaching, and Managing Conflict – Leadership and Change Management.



**Unit 5- Leadership Development and Succession:** Development through Self Awareness and Self Discipline, Development through Education, Experience, and Mentoring – Succession Policy – Leadership Development Programs – Evaluation of Leadership Development Efforts-Leadership in Indian Business.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Lussier/ Acheson, Effective Leadership, Thomson SouthWestern.
2. Hughes, Ginnett, Curphy, Leadership-Enhancing the Lessons of experience, TMH.
3. Andrew J Durbin, Leadership-Research findings, Practice, and skills, Biztantra.
4. Gary Yukl, Leadership in Organizations, Pearson Education.
5. 2. Richard L Daft, The Leadership Experience, Cengage Learning.
6. Craig Watson, Dynamics of leadership, Jaico Publication.
7. George Manning and Kent, The art of leadership, Mc-Graw Hill Education.

**SYSTEMS (Electives)**  
**Course Title: Database Management Systems**

Course Code	: 17BA3T3S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

By the end of the course, students will be able to:

1. Understand database concepts and structures.
2. Explain terms related to database design and management.
3. Understand the objectives of data and information management.

**Course Outcomes**

Upon completion of this course, students will be able to:

1. Be familiar with the basic concepts and appreciate the applications of database systems.
2. Be familiar with basic database storage structures.
3. Understand the successful work design and development of a database application system as part of a team.

**Unit 1- Database Core Concepts and Applications:** Introduction, Data Model, Schemas and Instances, three schema architecture, Languages and Interfaces, DBMS Components, Classification of Database Management Systems.

**Unit 2- Record Storage and Primary File Organization:** Introduction, Memory Hierarchy, Secondary Storage Devices, Buffering of Blocks, Placing File Records on Disk, Operation on Files, Files of Unordered Records (Heap Files), Files of Ordered Records, Hashing Techniques.

**Unit 3- Transaction Processing:** Introduction, Transaction Processing Concepts, Transactions in a multiuser system, Desirable Properties.

**Unit 4- Data Warehousing:** concept, Types of Data Warehouses, Building a Data Warehouses, Uses of Data Warehouses, Data Mining.

**Unit 5- Security and integrity:** Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification, Databases and the internet.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

## Reference Books

1. Database Systems Models, Languages, Design and Application Programming, 6<sup>th</sup> Edition, RamezElmasri, Shamkant B. Navathe, Pearson.
2. Data base System Concepts, 5<sup>th</sup> Edition, Abraham Silberschatz, Henry F Korth, S. Sudarshan, McGraw Hill.
3. Data base Management Systems, 3<sup>rd</sup> Edition, Raghurama Krishnan, Johannes Gehrke, TMH.
4. Introduction to Database Systems, 8<sup>th</sup> Edition, C.J.Date, Pearson.

## Course Title: Knowledge Management

Course Code :	17BA3T4S	External Marks :	60
Core / Elective :	Core	Internal Marks :	40
Credits :	3	No. of Lecture Hours :	3
Year/Semester :	II year/I semester	No. of Tutorial Hours :	2

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### Learning Objectives

The Course aims at:

1. Understanding the latest theory and practice of Knowledge Management (KM), with an integrated interdisciplinary presentation that makes sense of the confusingly wide variety of computer science and business.
2. Identifying the perspectives arising simultaneously from artificial intelligence, information systems, and organizational behavior.
3. Creating an awareness of the "hard" technical components of computer tools and technology for managing knowledge, without losing sight of the "soft" management needs and challenges in leveraging knowledge effectively within an organization.
4. Evaluating the nature, computer representation, access, and utilization of knowledge versus information within a human context.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
2. Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that KM aims to overcome.
3. Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
4. Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
5. Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge.
6. Critically evaluate current trends in knowledge management and their manifestation in business and industry.

**Unit 1- Introduction to Knowledge Management:** Definition- Scope and Significance of Knowledge Management ; Techniques and difficulties in Knowledge Management ;Implementation of Knowledge Management-Knowledge Management and Knowledge Sharing ; Knowledge Dynamics; Principles of Knowledge Management.

**Unit 2- Essentials of Knowledge Management:** Data- information- knowledge ; Basic types of Knowledge ; Knowledge Capital ; classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes ; conversion of Knowledge, Organizational Knowledge Management ; Technology Enablers.

**Unit 3- Drivers of Knowledge Management:** Pillars of Knowledge Management – Knowledge based products; Inventory Management; Supply Chain Planning; Seven layers of Knowledge Management; Success factors of Knowledge Management Implementation.

**Unit 4- Knowledge Management Systems and Tools& Human Resources and Knowledge Management** – Knowledge Mapping Techniques ; Core issues of implementation ; Methodology of implementation and Acquisition Tools- Knowledge Indexing and Processing ; Knowledge analysis on-line Analytical Processing; Managing Knowledge Worker ; Strategies for Human Capital and Talent Management ; Job Hopping -Knowledge Audit ; Brain Drain and Brain Gain; Building Competitive Advantages through Training and Development.

**Unit 5- Technologies and Knowledge Management:** Information Technology and Knowledge Management; E-Commerce and KM; Total Quality Management and KM; Benchmarking – Customer Relationship and Knowledge Management; Measuring Knowledge Management; Neuro Linguistic Programming (NLP).

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

## Reference Books

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). *Knowledge Management Challenges, Solutions, and Technologies* (edition with accompanying CD). Prentice Hall. ISBN: 0-13-109931-0.
2. Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall. ISBN: 0-13-034820-1.
3. Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann. ISBN: 1558607609.
4. Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann. ISBN: 0750678186.
5. Amrit Tiwana (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms* (2nd Edition). Prentice Hall. ISBN: 013009224X.
6. Stuart Barnes (ed) (2002). *Knowledge Management Systems Theory and Practice*. Thomson Learning.
7. Stuart Russell, Peter Norvig (2003). *Artificial Intelligence: A Modern Approach* (2nd Edition). ISBN: 0-13-790395-2.
8. Christopher D. Manning, Hinrich Schuetze (1999). *Foundations of Statistical Natural Language Processing*. MIT Press. ISBN: 0262133601.
9. Dr. Rajesh C. Jampala & Dr. Adilakshmi, “Knowledge Management” published by Duvurri Publications, 2008

## Course Title: E-Business

Course Code	: 17BA3T5S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

By the end of the course, students will be able to:

1. Explain to students why information systems are so important today for business and management.
2. Evaluate the role of the major types of information systems in a business environment and their relationship to each other.
3. Assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.
4. Identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Understand the basic concepts and technologies used in the field of management information systems.
2. Have the knowledge of the different types of management information systems.
3. Understand the processes of developing and implementing information systems.
4. Be aware of the ethical, social, and security issues of information systems.
5. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management.

**Unit 1- Introduction to e-Business:** Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.

**Unit 2- E-Business Models:** Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

**Unit 3- Building an E-Business:** Design and Development and Management – E-Business Solutions - Online Monetary Transactions. E-Wallets – Digital Currency and Alternate Consumer Payment Options .Smart Cards, e-Billing developing payment standards.

**Unit 4- Internet Marketing:** Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e-CRM Solutions.

**Unit 5- Legal and Ethical Issues:** Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: e-Business and e-Commerce for Managers, Pearson Publication.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: E-Commerce–Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.
- 5 Kamalesh K Bajaj &Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003.
7. Schneider: “E.Commerce- Strategy, Technology and Implementation” Cengage
8. Christopher Westland J, Theodore H K Clark: “Global Electonic Commerce”, Universitites Press, Hyderabad, 2006.

## Course Title: Cyber Laws and Security

Course Code	: 17BA3T6S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/I semester	No. of Tutorial Hours	: 2

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### Learning Objectives

1. To develop a critical understanding of cyber law.
2. To enhance competencies for dealing with frauds and deceptions and other cybercrimes.
3. To provide an understanding of the relationship between commerce and cyberspace.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Understand the different theoretical and cross-disciplinary approaches to the study of cyber-security and the regulation of the Internet.
2. Understand the structure and evolution of the Internet in the context of emerging crime threats and technological and other trends in cyberspace.
3. Distinguish and classify the forms of cybercriminal activity.
4. Analyse and assess the impact of cybercrime on government, businesses, individuals and society.
5. Evaluate the effectiveness of cyber-security, cyber-laws

**Unit 1-Introduction:** Computers and its Impact in Society Overview of Computer and Web Technology Need for Cyber Law, Cyber Jurisprudence at International and Indian Level; Cyber Law - International Perspectives UN& International Telecommunication Union (ITU) Initiatives Council of Europe - Budapest Convention on Cybercrime.

**Unit 2-Constitutional & Human Rights Issues in Cyberspace:** Freedom of Speech and Expression in Cyberspace, Right to Access Cyberspace – Access to Internet, Right to Privacy, Right to Data Protection.

**Unit 3-Cyber Crimes and Torts & Legal Framework:** Cyber Crimes against Individuals, Institution and State, Hacking, Digital Forger, Cyber Stalking/Harassment, Cyber Pornography, Identity Theft, & Fraud Cyber terrorism, Cyber Defamation, Different offences under IT Act, 2000; Cyber Defamation, Different Types of Civil Wrongs under the IT Act, 2000;

**Unit 4-Intellectual Property Issues in Cyber Space:** Interface with Copyright Law - Interface with Patent Law - Trademarks & Domain Names Related issues Module;



E Commerce Concept, E-commerce-Salient Features, Online approaches like B2B, B2C & C2C Online contracts, Click Wrap Contracts, Applicability of Indian Contract Act, 1872.

**Unit 5-Dispute Resolution in Cyberspace:** Concept of Jurisdiction, Indian Context of Jurisdiction and IT Act, 2000. International Law and Jurisdictional Issues in Cyberspace. Dispute Resolutions.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Chris Reed & John Angel, Computer Law, OUP, New York, (2007).
2. Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi, (2012).
3. Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New Delhi, (2004) JonthanRosenoer, Cyber Law, Springer, New York, (1997).
4. Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York, (2011)
5. S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt. Ltd.,
6. Jaipur (2003). Vasu Deva., Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi, (2003).

## Course Title: Professional Skill Development

Course Code	: 17BA3LI	Internal Marks	: 50
Lab/Practice	: Lab	No. of Lab Hours	: 4
Year/Semester	: II year/I semester	Credits	: 2

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### Learning Objectives

This course seeks:

1. To improve the competence and the evaluative capabilities of students through improved personal effectiveness.
2. To enhance the ability of employee's in appropriate and effective study skills for better decision making.
3. To identify short and long-term career and personal plans and aspirations and work towards these by establishing realistic development plans involving relevant activities.
4. To help students succeed in personal, professional and social goals and activities and in searching out and selecting appropriate learning resources of all types for improved team performance.

### Course Outcomes

Upon completion of this course, students will be able to:

1. Develop, organize, and evaluate short and long term processes.
  2. Solve problems and make decisions effectively.
  3. Understand multiple perspectives and points of view.
  4. Apply academic knowledge in practical and creative ways.
  5. Utilize critical thinking, reflective listening and effective reasoning skills.
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1. **Creative Games** - Business Representative – Best from Waste-Innovative Introductions.
  2. **Decision Making** - Mind Games, Puzzles, Ethical Dilemmas, Trouble Shooting, Case Studies.
  3. **Entrepreneurial activity** – Start up (Creation of a Business Model).
  4. **Business Quiz** - Business Plans - Brand Product - Advertise a Service - Go Green, Group Discussions – Public Speaking – Just A Minute – Stress Interview.
  5. **Team Building Games**: Hi-Tech Consumer – CEO talk – Self Appraisal.

### References

1. Barun K. Mitra, "Personality Development & Soft Skills", Oxford Uni. Press, 2011.
2. Bradley J. Sugars, "Instant Team Building", McGraw-hill Companies, New Delhi, 2005.
3. Desmond A. Dabreo, "Group Discussion and Team Building", BYB, New Delhi.
4. Jeff Butterfield, Soft skills for Everyone, Cengage learning, New Delhi, 2012.

5. John Newstrom, "The Big Book of Team Building Games", Tata McGraw Hill Education Private Limited, 2004
6. Newstrom and Scannell, "The Big Book of Business Games", Tata McGraw Hill Education Private Limited, 2004
7. Narayana Reddy, "Entrepreneurship", Cengage learning", New Delhi, 2010.
8. Rajeev Roy, "Entrepreneurship", Oxford University Press, New Delhi, 2010.
9. Shoba Rao, "Soft Skills for Positive Traits", Tata McGraw Hill Publishing Co. Ltd, New Delhi.
10. Uday Kumar Haldar, "Building", Oxford, New Delhi.

## SEMESTER IV

## Course Title: Innovation Management

Course Code	: 17BA4TI	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To provide a basic understanding of innovation, its taxonomy and the related organizational processes as well as enabling mechanisms.
2. To understand how innovation affects the way we deploy resources to fulfill customer desires, viewing themselves as agents of innovation within organizations.
3. To solve problems and build innovations in more unique ways and to become more creative in their decision making processes.
4. To successfully manage its intellectual assets, catching-up strategy and to gain competitive advantage through the effective innovation management.
5. To equip students with skills to transform research outputs into innovative products and services.

### Course Outcomes

At the end of this course, students will:

1. Be familiar with the definitions and concepts of invention, design, research, technological development and innovation, processes and methods of creative problem solving.
2. Understand the Main models of innovation.
3. Develop the ability of formulating Managerial strategies to shape innovative performance.
4. Be able to map the tools of innovation management to measure innovative activities.
5. Gain the ability to diagnose and provide effective solutions to innovation challenges.

**Unit 1- Definitions and Typology:** Creativity - measurement – process - techniques - Definition of Innovation - Types of innovation (Product, Process and Organization) – barriers to innovation.

**Unit 2- Intellectual Property:** Patents - Copyrights - Trademarks - Geographical Indications - Legal Aspects.

**Unit 3- Processes and Mechanisms:** Models of Innovation - Sources and Transfer of Innovation - Strategizing for Innovation – technology adoption and diffusion.

**Unit 4- Bottom-of-Pyramid (BOP) Innovations:** Nature of BoP markets – Dominant Logic – Products and Services for the BOP – Business model innovations.

**Unit 5- Contemporary Issues:** Managing disruptive innovations – Concepts of Open Innovation and Jugaad Innovation.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

**Reference Books**

1. Afuah, Alan, “Innovation Management”, Oxford University Press, New York, 2003.
2. Nigel King, Neil J. Anderson, “Managing Innovation and Change: A Critical Guide for Organizations”, Thomson Asia, Singapore, 2003.
3. Prahalad, “The Fortune at the Bottom of the Pyramid”, Wharton School Publishing, New Jersey, 2004.
4. Henry Chesbrough, “Open Innovation”, Harvard Business School Press, Boston, 2005.
5. Erik A. Roth and Scott D. Anthony, Clayton M. Christensen, “Seeing what’s Next”, Harvard Business School Press, Boston, 2004.
6. Navi Radjou, Jaideep Prabhu and Simone Ahuja, “Jugaad Innovation, Jossey-Bass”, San Francisco, 2012.

## Course Title: Business Law

Course Code	: 17BA4T2	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to provide students with:

1. To make the students understand basic legal terminology and concepts.
2. To acquaint students with the basic concepts, terms and provisions of Mercantile and Business Laws
3. To enable the students evaluate issues of legal significance in business transactions.
4. To make the students apply legal reasoning to situations and form legal conclusions for relevant situations.
5. To develop the skill of Comparing and applying various legal theories/ interpretations to factual situations.

### Course Outcomes

Student will be able to

1. Identify the fundamental legal principles behind contractual agreements and also how businesses can be held liable for various actions.
2. Explain the legal and fiscal structure of different forms business organizations and their responsibilities as an employer.
3. Understand the legal rules regarding the negotiable instruments.
4. Acquire problem solving techniques and to be able to present coherent, concise legal argument.
5. Demonstrate various worker's welfare, consumer protection and Cyber security legislations

**Unit 1-Importance of Commercial Law:** The Indian Contracts Act, 1872 – Nature of the Act and classification of contracts – Essentials of a valid contract – Offer and acceptance – Capacity – Consideration – Free consent –Performance of a contract – Discharge of a contract – Breach of a contract and remedies.

**Unit 2-Sales of Goods Act:** Introduction to act – Distinction between sale and agreement to Sell – Conditions and warranties – Performance of contract of sale – Transfer of ownership – Rights of an unpaid seller; Contract of agency - Meaning and nature of agency – Duties and rights of principal – Duties and rights of agent and principal - Termination of agency.

**Unit 3-Negotiable Instruments Act and Consumer Protection Act:** Characteristics of negotiable instruments – Kinds of negotiable instruments – Endorsement –

Presentation of negotiable instrument – Discharge of a negotiable instrument.  
**Consumer Protection Act, 1986:** Introduction to act – Consumer right – Machinery for redressal of consumer grievances.

**Unit 4-Indian Partnership Act, 1932:** Meaning and essentials of partnership - Registration – Tests of partnership - Duties and rights of partners – Dissolution of partnership;  
**Company Act, 1956-**Nature and types of companies – Formation – Winding up – Cyber Crime and the Legal Landscape - Information Technology Act, 2000.

**Unit 5-GST:** Introduction & Definition: Registration, Tax Invoice & Tax Payment, Filing return, Input tax credit, Refund, Penalties, Transitional Provisions for existing tax payers.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Reference Books**

1. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010.
2. Kapoor N.D., Business Law, Sultan Chand, New Delhi.
3. Garg K.C., Sareen V.K.: Business Law, Kalyani Publication, New Delhi, 2007.
4. Goyal P.K., “Business Law for Managers”, Biztntra, New Delhi, 2010.
5. R. Bulchandani: *Business Law for Management*, 5/e, Himalaya Publishing House (HPH), 2012
6. Satish B. Mathur, “Business Law”, Tata McGraw Hill, New Delhi, 2010.
7. Gulshan S.S. and G.K. Kapoor, “Business Law”, Including Company Law, New-Age Publishers, New Delhi, 2008.
8. Maheshwari S.N. and Maheshwari S.K., “A Manual of Business Laws”, Himalaya Publishing House, Mumbai, 2009.
9. B. Lal: *Income Tax and Central Tax: Law and Practice*, Pearson Education, Latest edition.
10. Subash Chandra Das, “Corporate Governance in India”, PHI Learning, New Delhi 2009.
11. Bob Tricker, “Corporate Governance”, Oxford University, New Delhi, 2010.

**Marketing (Electives)**  
**Course Title: Global Marketing Management**

Course Code	: 17BA4T3M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

This course seeks to provide students with:

1. Provide an understanding of the scope and function of global marketing theory and practice.
2. Increase knowledge and skills to help in developing international market entry strategies.
3. Develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

**Course Outcomes**

At the end of this course, students will:

1. Emerge as knowledgeable business managers, capable of formulating marketing objectives, collecting and analysing data, and completing international marketing research projects.
2. Will learn about international and global marketing and will be able to apply their knowledge in their personal, disciplinary, and professional endeavors.
3. Gain valuable experience and knowledge that helps in identifying the opportunities and threats facing the global markets.

**Unit 1- International Marketing:** Scope and significance of International Marketing - Difference between International and Domestic Marketing - Need for International Trade- Trends in Foreign Trade - International Market Environment factors and Regulatory Environment of International Marketing - Technological Environment- Business Customs in international Market.

**Unit 2- Targeting International Market Opportunities and Market Entry Strategies:** Regional Market Characteristics- Marketing in Transitional Economies and third world countries - Market Entry Strategies- Indirect Exporting - Domestic Purchasing - Direct Exporting - Foreign Manufacturing and Franchising strategies - Entry strategies of new firms.

**Unit 3- International Product Management and Pricing:** International market segmentation, targeting and product positioning, International Product Life Cycle - New Products and Brands in International Markets. International Pricing Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International Pricing Strategies, Dumping and Price Distortion. Global Pricing – Policy alternatives.



**Unit 4- Promotion for International Markets and International Marketing Channels:** Channels – Distribution Structures, Distribution Patterns, Challenges in managing an International Distribution Strategy - Selecting foreign country market intermediaries and physical distribution of goods.

**Unit 5- Foreign Markets and Export Marketing Process:** Export Pricing and Costing, Export-Import (EXIM) Policy of India, 2015-2020. Export Marketing Documentation and procedure: Introduction - Significance of export documentation.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Aryasri A.R., “International marketing”, Student Helpline Publishing Housing (P) Ltd.
2. Czinkota, “International Marketing”, Cengage Learning, New Delhi, 2009.
3. Philip R. Cateora, John L. Graham, “International Marketing” 11/e, Tata McGraw-Hill Co. Ltd., 2002
4. Jean Pierre Jeannet, “Global Marketing Strategies”, Jaico Publishing House, New Delhi.
5. Jeffrey Edmund Curry: “International Marketing”, Unversity Science Press, New Delhi, 2010.
6. Kotabe, Peloso, “International Marketing”, Wiley India, New Delhi, 2008.
7. Mathur U.C., “International Marketing Management”, Sage Publications, New Delhi 2008.
8. Raja Gopal, “International Marketing”, Vikas Publishing House, New Delhi, 2009.
9. SakOnkvisit, “International Marketing”, Routledge Publications, New Delhi, 2009.
10. Srinivasan R., “International Marketing”, Prentice-Hall of India Pvt. Ltd., 2010.
11. Sunil Gupta, “International Marketing”, Kalyani Publishers, New Delhi, 2009.

## Course Title: Sales and Distribution Management

Course Code	: 17BA4T4M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to provide students:

1. To understand the elements and dependencies constituting sales, distribution and logistics management.
2. To understand the issues, problems and choices faced by a sales manager.
3. To analyze planning and implementation of decision alternatives in selling and marketing programs.
4. To understand the emerging trends in wholesaling and retailing, methods and challenges.
5. To analyze selection procedure, ways of motivating channel members and issues regarding managing conflicts, allocation of quotas, setting territories, budget allocations etc.

### Course Outcomes

At the end of this course, students will:

1. Recognise and demonstrate the significant responsibilities of sales person as a KEY individual. Describe and Formulate strategies to effectively manage company's sales operations.
2. Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
3. Illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management.

**Unit 1- Introduction:** Evolution of Sales Department - Marketing, Sales management and Marketing Management – Objectives of Sales Management – Sales Management Cycle –Responsibilities of Sales Manager.

**Unit 2- Sales Strategy Formulation:** Steps in Market analysis – Transaction Cost Analysis – Designing Sales Strategy - Determination of Sales Force – Personnel Selling – Strategies used by salesmen – Process of Personal Selling –Theories of Personal Selling.

**Unit 3- Recruitment of Sales Personnel:** Selection and Placement of Sales Personnel – Training of Sales Personnel – Compensating of Sales Personnel- Motivating Sales Personnel –Monitoring and Performance Evaluation – Sales Displays.

**Unit 4- Sales Forecasting:** Sales Quotas and Territory Management – Managing Sales Expenses – Sales Budget - importance and types – Sales Promotion Budget – Ethical Issues in Sales Management.

**Unit 5- Channels of Distribution:** Retailing and Wholesaling – Physical Distribution Management – Designing Channel Systems – Channel management – Channel Information System. – Elements of Distribution Logistics – Cost and Physical Distribution – Customer Service and Physical Distribution - Role of logistics companies.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Havaladar, “Sales and Distribution Management”, TMH, New Delhi, 2009.
2. Richard R Still, “Sales Management”, Pearson Education, New Delhi.
3. Tapan K Panda, “Sales and Distribution Management”, Oxford University Press, New Delhi, 2009.
4. Chunawala. S.A, “Sales and Distribution Management”, Himalaya Publishing House, New Delhi, 2009.
5. Gupta S.L, “Sales and Distribution Management”, Excel Books, New Delhi, 2009.
6. Hair, Anderson, “Sales Management”, Cengage Learning, New Delhi, 2010.
7. Mark W Johnston, “Sales Force Management”, TMH, New Delhi, 2009.
8. Tony Carter, “Sales Force Management”, Jaico Publishing House, New Delhi, 2008.
9. Venugopal P, “Sales and Distribution Management”, Sage Publication, New Delhi, 2009.

## Course Title: Supply Chain Management

Course Code	: 17BA4T5M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to provide students with:

1. An understanding of the fundamental supply chain management concepts.
2. The ability to apply knowledge to evaluate and manage an effective supply chain.
3. An understanding of the foundational role of logistics as it relates to transportation and warehousing.
4. An awareness on how to align the management of a supply chain with corporate goals and strategies.
5. The capability to analyze and improve supply chain processes.

### Course Outcomes

At the end of this course, students will be able to:

1. Design coordinated and collaborative processes and activities among the business partners in a supply chain, leveraging current and emerging technologies.
2. Evaluate the implications of globalization and/or outsourcing components of the value chain of an enterprise.
3. Appraise the interdependence between financial, non-financial and operational metrics used in value chain analysis and their impact on business management processes.
4. Discuss the impacts of geo-political and technological trends/developments on the value chain.

**Unit 1- The Basics of Supply Chain Management** : Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions.

**Unit 2- Planning Demand and Supply** - Three Components of SCM, Demand Management – Planning Demand and Supply: Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies.

**Unit 3- Procurement and Inventory Management**: Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management.

**Unit 4- Supply Chain Benchmarking** - Understanding the Benchmarking Concept, Benchmarking Process and types, Benchmarking Procedure – Channel structure – channel relationships.

**Unit 5- Recent Trends in Supply Chain Management:** New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co -Maker ship, The Role of E - Commerce in Supply Chain Management, Green Supply Chain Management, and Distribution Resource Planning.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. R.B. Handfield and E.L. Nichols, Jr. Introduction to Supply Chain Management. Prentice Hall, 1999.
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India, 2002.
3. Jeremy F. Shapiro. Modeling the Supply Chain, Duxbury Thomson Learning, 2001.
4. Sahay, B; Supply chain management :For global competitiveness, Macmillan publishers
5. Chopra, S and Meindl P; Supply chain management: strategy, planning and operation, PHI
5. Dobler, D and Starling S; World class supply management - Key to supply chain management, TMH
6. David Simchi Levi, Philip Kaminsky, and Edith Simchi Levi. Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies. Irwin McGrawHill, 2000.
7. Rahul V. Altekar, 'Supply Chain Management- Concepts and Cases'; Prentice Hall of India, Latest edition.
8. Simchi, D., Kaminsky, P., et al 'Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; McGraw- Hill Companies, Latest edition.

## Course Title: Retailing

Course Code	: 17BA4T6M	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to provide students with an overview:

1. Of retailing from a marketing and managerial perspective and examines the development, characteristics, and frontiers of the retail industry from a local and global perspective.
2. On specific aspects of retailing landscape, retail stakeholders and responsibilities, retail strategy development, merchandise management, the customer experience and omni-channel retailing.

### Course Outcomes

At the end of this course, students will be able to:

1. Understand and apply appropriate frameworks to develop high level retail marketing strategy, and identify the role of marketing strategies in the building of brand equity and shareholder value in the retail industry
2. Evaluate the implementation of marketing strategy through the retail mix – including product and merchandise mix, pricing, location and store- design, promotions, and store management - to improve the total customer experience and retailer market competitiveness.
3. Interpret retail problems and be capable of critically evaluating and applying appropriate retail management models and theories to generate strategic and tactical solutions
4. Analyse how retail managers can make informed strategic choices in relation to managing channel partners, retail form (online vs. bricks and mortar), global sourcing, and managing staff to improve strategic outcomes.

**Unit 1- Basic concepts of retailing:** Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

**Unit 2- Retail strategy:** Market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

**Unit 3- Retail location:** Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

**Unit 4- Store layout and design:** store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.

**Unit 5- Retail pricing strategy:** Category management, customer services – retail branding- International retailing – promotional strategies – advertising, sales promotion, store atmosphere.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

**Reference Books**

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012.
2. A.J. Lamba:”The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011.
3. Sivakumar A., “Retail Marketing”, Excel Books, New Delhi, 2007.
4. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012.
5. Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava: “Retail Management”, Oxford University Press, New Delhi, 2012.
7. Gibson G Vedamani, “Retail Management”, Jaico Publishing House, New Delhi.
8. Dunne: “Introduction to Retailing”, Cengage Learning, New Delhi, 2013.

**Finance (Elective)**  
**Course Title: Global Financial Management**

Course Code	: 17BA4T3F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

This course seeks to:

1. To study the role that international trade and investment, currency movements, derivative instruments, hedging strategies, international financial markets, and international agreements and institutions play in the management of multinational corporations.
2. To provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporations.
3. To understand the importance of balance of trade and balance of payments to the development of macroeconomic policy.
4. To distinguish among alternative derivative instruments and different types of exposures multinational corporations face while using derivative instruments.
5. To evaluate cross-border investment opportunities, and describe a multinational firm's decision-making process for investment and tax policies.

**Course Outcomes**

At the end of this course, students will be able to:

1. Learn the concepts of applied international financial management and the scope of it
2. Demonstrate the techniques of International capital budgeting, International capital structure and cost of capital and International financing.
3. Examine the relationships that exist between national stock markets, currency markets and interest rate markets.
4. Develop critical, analytical problem-based learning skills and transferable skills to prepare for postgraduate employment in international financial management.

**Unit 1- Global Financial Management:** An overview of IFM – Scope - Recent challenges of IFM- EXIM policy- Regulations and guidelines- Balance of payments (BoP)- Fundamentals of BoP-Accounting components of BOP.

**Unit 2- Global Monetary System:** Evolution- Gold Standard- Bretton Woods system- The flexible exchange rate regime- the current exchange rate arrangements- The Economic and Monetary Union (EMU).

**Unit 3- Foreign Exchange Market:** Function and structure of the Forex markets- Major participants- Foreign exchange quotations- Process of arbitrage, Factors influencing exchange rates; International arbitrage and interest rate parity-



Relationship between inflation- interest rates and exchange rates – Purchasing power parity – International fisher effect.

**Unit 4- Currency Futures and Options Markets:** Overview of the other markets – Euro currency market- Euro credit market- Euro bond market- International stock market.

**Unit 5- Long term & Short term Asset–Liability Management:** Long term asset liability management: International capital budgeting, International capital structure and cost of capital; International financing: Equity, Bond financing- Parallel loans; Short term asset liability management- International cash management- Accounts receivable management- Inventory management.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Avadhani V.A, “International Financial Management”, Himalaya Publishing House, New Delhi, 2009.
2. Vyuptakesh Sharan, “International Financial Management”, PHI Learning, New Delhi, 2010.
3. Alan C. Shapiro, “Multinational Financial Management”, Wiley India, New Delhi, 2010.
4. Apte P.G, “International Financial Management”, TMH, New Delhi, 2009.
5. David K. Eiteman, Arthur I.Stonehill and Michael H. Moffeth, “Multinational Business Finance”, 10<sup>th</sup> edition, Pearson Education 2004.
6. Jain P.K, Josette Peyrard and Surendra S. Yadav, “International Financial Management”, Macmillan Publishers, 2001.
7. Shailaja G, “International Finance”, Universities Press (India) Privte Limited, Hyderabad, 2008.
8. Srivastava M.R., “Multinational Financial Management”, Excel Books, New Delhi, 2008.
9. Thomas J O’Brien, “International Finance”, Oxford University Press, New Delhi, 2009.

## **Course Title: Strategic Financial Management**

Course Code	: 17BA4T4F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### **Learning Objectives**

This course seeks to:

1. Develop an advanced understanding of the principal theories and techniques of corporate finance.
2. Focus on the valuation of cost of capital estimation, distribution policy, investment appraisal, international finance, techniques of risk management, and valuation of corporate entities.

### **Course Outcomes**

At the end of this course, students will be able to:

1. Describe and examine the main theories and concepts of finance and international financial markets.
2. Understand the supporting role of information technology in business and decision-making and evaluate possibilities.
3. Use information technology in business development.
4. Demonstrate analytical financial and business skills in practice.

**Unit 1- Investment Decisions:** Project Investment Management Vs Project Management – Introduction to Profitable Projects – Evaluation of Investment Opportunities – Investment Decisions under Conditions of Uncertainty – Risk Analysis in Investment Decision – Types of Investments and Disinvestments.

**Unit 2- Critical Analysis of Appraisal Techniques:** Significance of Information and data bank in project selections – Investment Decisions under Capital Constraints – Capital Rationing, Portfolio – Portfolio Risk and Diversified Projects.

**Unit 3- Strategic Analysis of Selected Investment Decisions:** Lease Financing – Lease Vs Buy Decision – Hire Purchase and Installment Decision – Hire Purchase Vs Lease Decision – Mergers and Acquisition – Cash Vs Equity for Mergers.

**Unit 4- Financing Decisions:** Capital Structure – Capital Structure Theories – Capital Structure Planning in Practice.

**Unit 5- Financial Distress:** Consequences, Issues, Bankruptcy, Settlements, Reorganization and Liquidation in Bankruptcy.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Prasanna Chandra, Financial Management, 7<sup>th</sup> Edition, Tata McGraw Hill, 2008. Bodie, Kane, Marcus: Investment, Tata McGraw Hill, New Delhi 2002.
2. Prasanna Chandra, Projects: planning, Analysis, Financing implementation and review, TMH, New Delhi, 2008
3. Brigham E. F & Houston J.F. Financial Management, Thomson Publications, 2003.
4. I.M. Pandey, Financial Management, Vikas Publishing House, 2003.
5. M.Y. Khan and P.K. Jain, Financial Management Text and Problems, Tata McGraw Hill Publishing Co, 2003.
6. Brigham E.F & Houston J.F., Financial Management, Thomson Publications, 2003.
7. V.K. Bhalla, Financial Management and policy, Anmol Publications Pvt. Ltd.,
8. V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2003.
9. Richard Pike & Bill Neale: Corporate Finance & Investment-Decisions and Strategies, 2/e, PHI, New Delhi, 2002.
10. Alexander: Fundamentals of Investment 3/e Pearson Education.

## Course Title: Financial Derivatives

Course Code	: 17BA4T5F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to:

1. Develop an advanced understanding of the principal theories and techniques of corporate finance.
2. Focus on the valuation of cost of capital estimation, distribution policy, investment appraisal, international finance, techniques of risk management, and valuation of corporate entities.

### Course Outcomes

At the end of this course, students will be able to:

1. Describe and examine the main theories and concepts of finance and international financial markets.
2. Understand the supporting role of information technology in business and decision-making and evaluate possibilities.
3. Use information technology in business development.
4. Demonstrate analytical financial and business skills in practice.

**Unit 1- Introduction:** Forwards and futures contracts- Other derivatives -Trading - regulation -Index futures - Futures on currencies - Interest rate futures - Derivatives market in India.

**Unit 2- Options Market:** Properties of stock options - Mechanics of option markets - Underlying assets - Stock options – Warrants- Executive stock options- Convertibles.

**Unit 3- Trading Strategies:** Strategies involving options – Spread- Combinations- Other payoffs -Options on indices - Hedging Strategies using Derivatives.

**Unit 4- Options Valuation:** Binomial model - One-step and two step binomial trees - Black-Schools model – Log normal property of stock prices - Volatility - Causes of volatility.

**Unit 5- Swaps:** Currency swaps - Interest rate swaps - Equity swaps - Credit derivatives – Credit default swaps - Caps and floors.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

**Reference Books**

1. Bhalla, V.K, “Financial Derivatives”, Sultan Chand, New Delhi.
2. BishnuPriya Mishra, “Financial Derivatives”, Excel Books, New Delhi.
3. Brennet, M, “Option Pricing: Theory and Applications”, Lexington Books, Toronto.
4. Dhanesh Kumar K, “Derivatives and Risk Managements”, Mc Millan Publishers India Ltd., New Delhi, 2012.
5. Franklin Edwards and Cindy Ma, “Futures and Options”, Tata McGraw Hill, New Delhi.
6. Gupta S L., “Financial Derivatives: Theory, Concepts and Problems”, Prentice Hall of India, New Delhi.
7. John C. Hull, “Options, Futures and Other Derivatives”, Prentice Hall of India, New Delhi.
8. Kumar S SS, “Financial Derivatives”, Prentice Hall of India, New Delhi.
9. Preeti Singh, “Financial Institutions”, Ane Books India, New Delhi.
10. Redhead: Financial Derivatives, “An Introduction to Futures, Forwards and Options”, Prentice Hall of India, New Delhi.
11. Satyanarayana Chary T, “Financial Derivatives”, Excel Books, New Delhi.

## Course Title: Tax Management

Course Code	: 17BA4T6F	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

1. To provide a basic understanding of principles underlying the provisions of direct and indirect tax laws
2. To equip students with a broad understanding of the tax laws and accepted tax practices.
3. To enable students the capabilities to deal with the practical aspects of tax planning as an important managerial decision-making process.
4. To provide exposure to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions.

### Course Outcomes

At the end of this course, students will be able to:

1. Explain the basic definitions of Tax assessment in India.
2. Gain knowledge regarding computation of income under various heads of income.
3. Apply the exemption from total income rules in computation.
4. Demonstrate various GST rates applicable to different categories of goods and services
5. Become aware of the various aspects regarding Tax Evasion and Tax Management.

**Unit 1- Basic concepts:** assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management.

**Unit 2- Explanation** under various heads of income. Income from salary (Basic problems), Income from House Property.

**Unit 3- Income** under the head Profit and Gains of Business or Professions (Theory Only) Income under capital gain, deductions from capital gains. (Theory Only).Income from Other Sources (Theory Only).

**Unit 4- Computation** of Total Income; Permissible deductions under section 80C to 80U.Setoff and carry forward of losses and clubbing of Incomes.

**Unit 5- Goods & Services Tax Act 2016:** Need and Importance, Classification of Goods and Services and the tax rates; CGST, SGST, IGST; Registration, Filing Returns, Issues in implementation of GST.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Dr. Vinod K. Singhania & Dr. Monica Singhania, Students Guide to Income Tax, Taxmann Publications Pvt. Ltd.
2. Gaur & Narang, Income Tax Law & Practice, Kalyani Publishers
3. Hariharan N, Income Tax Law & Practice: Vijay Nicole Imprints
4. Nitya Tax Associates, Basics of GST (August 2016, Taxmann Publications Pvt. Ltd, 2016
5. Jayaram Hiregange & Deepika Rao, India GST for Beginners, 2<sup>nd</sup> Edition, June 2017, India GST for Beginners (2<sup>nd</sup> Edition, June 2017) by Jayaram Hiregange
6. L.V.R. Prasad & G.J. Kiran Kumar, GST - A Brief Introduction (Includes GST Rates, PK Publishers, 2017.

**Human Resource Management (Electives)**  
**Course Title: Global HRM**

Course Code	: 17BA4T3H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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**Learning Objectives**

This course seeks to acquaint the students with:

1. The main external and internal factors that affect international HRM.
2. Knowledge of key human resource management processes and practices in multinational corporations.
3. A strong theoretical and practical insight into current practices in international HRM and their integration with wider business strategy.

**Course Outcomes**

At the end of this course, students will be able to:

1. Understand issues, opportunities and challenges pertaining to international HRM'.
2. Develop competency in dealing with cross cultural situations.
3. Understand the strategic and functional roles of HRM in various international contexts.
4. Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
5. Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically.

**Unit 1- Introduction:** A global HR perspective in new economy - Challenges of globalization implications of managing people and leveraging human resource - Globalization and HR Issues and concerns.

**Unit 2- Global Human Resource Management :** Strategic role of International HRM – Global Planning – Staffing policy – Training and management development – performance appraisal – Compensation – International labour relations – Industrial democracy - Talent crunch – Indian MNCs and challenges - Legal content of global HRM.

**Unit 3- Managing International Assignments:** Significance – Selection methods- Positioning Expatriate – Repatriate – factors of consideration - Strategies – International assignments for women – Problems-Cross culture management: Importance – Concepts and issues – theories considerations- Problems – Skill building methods – Cross culture communication and negotiation – Cross culture teams.



**Unit 4- Mergers and Acquisition:** Importance – Issues - Process of mergers and acquisition - Role of HR – HR interventions in Y2K -Diversity management – Problems and strategies - Dynamics of change management.

**Unit 5- Globalization Strategic Advantages through HRD:** Measures for creating HRDclimate – Strategic frame work of HRD and challenges - Globalization and QualityWorking life and productivity – Role of HR audit – Challenges of creation of new jobs through globalization - New corporate culture.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. Aswathappa K., Sadhana Dash: “International Human Resource Management, TMH, New Delhi, 2009.
2. Sujata Mangaraj: “Globalization and Human Resource Management”, Excel Books, New Delhi, 2008.
3. Charles M. Vance, “Managing a Global Work Force”, PHI Learning, New Delhi, 2009.
4. Chris Brewster, “International Human Resource Management”, University Press, New Delhi, 2008.
5. Pradeep Kumar Sinha & Sanchari Sinha, “International Business Management”, Excel Books, New Delhi, 2008.
6. Subba Rao P., “International Business”, Himalaya Publishing House, Hyderabad,
7. Tony Edwards, “International Human Resource Management”, Pearson Education, New Delhi, 2008.

## Course Title: Organizational Development & Change Management

Course Code	: 17BA4T4H	External Marks	:
	60		
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To develop better understanding of the skills, abilities, and practical elements of employee performance in organizations.
2. To provide a general framework for examining and revising existing training programs and for establishing a new and viable training programs.
3. To enable the students to discuss, describe and evaluate the possible structures and functions for identifying training in organizations.
4. To develop basic “blueprints” (instructional designs), training plans, and develop materials based on behavioral objectives tied to an organizational objective.
5. To educate the trainees regarding training needs, methods and techniques which will, act as a major source for the development and for proper implementation in organizations.

### Course Outcomes

On completion of this course you will be able to:

1. Explain the relevance of a range of change management approaches and models to a variety of situations where appropriate.
2. Identify and apply a range of skills relevant to the change management process.
3. Use diagnostic tools and models to explore underlying organizational and behavioural issues that may affect the change process.
4. Display a clear understanding of the role of ‘change agents’ and its applicability in organizational settings.

**Unit 1- Basics of Change Management:** Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

**Unit 2- Mapping Change and Systems Approach to Change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – Systems relationships – Systems diagramming and mapping; Systems autonomy and behaviour – The intervention strategy model – Total project management model (TPMM); Learning organization: The relevance of a learning organization – Strategies to build a learning organization.

**Unit 3- Organisation Development (OD):** Meaning - Nature and scope of OD - Dynamics of planned change – Person-Focussed and Role focussed OD interventions – Planning OD Strategy – OD interventions in Indian Organisations – Challenges to OD practioners.

**Unit 4- Negotiated Change:** Change in the labor-Management relations in the post-liberalized India – A review of the response of collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining- Negotiated flexibility- Productivity bargaining- improved work relations- Public sector bargaining and social security.

**Unit 5- Team Building:** Nature and Importance of Teams – Team vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Role of managers as Linking Pin Streams- Building skills- High performance teams – Self managing teams – Building Team Relationships – Empowered Teams – Leadership on teams – Managing cross – Cultural diversity in teams – Group think as a decision making process – Role of Change Consultant.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **References Books**

1. Nilanjan Sen gupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Radha R Sharma: Change Management, TMH, New Delhi, 2008
3. Robert A Paton: Change Management, Sage Publications, New Delhi, 2008.
4. Mark Hughes, “Change Management in Organisations”, Jaico Publishing House, New Delhi, 2008.
5. Adrian Thornhill, “Managing Change”, Pearson Education, New Delhi, 2008.
6. Cummings and Worley, “Organisational Development and Change”, Cengage Learning, New Delhi, 2009.
7. Kavitha Singh, “Organisation Change and Development”, Excel Books, New Delhi.
8. Venkataratnam C.S, “Negotiated Change –Collective Bargaining”, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
9. Sarah Lewis, “Appreciative Inquiry for Change Management”, Kogan Page Publication, New Delhi, 2010
10. Sethi, “Organisational Transformation through Business Process Reengineering”, Pearson Education.

## Course Title: Management of Industrial Relations

Course Code	: 17BA4T5H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. A multidisciplinary, theoretical and practical introduction to some key concepts, processes and practices associated with employment relationships in India.
2. The organisational, institutional and market contexts that affect employment relations in any industrial society.
3. An understanding of the key participants in any industrial relations system – workers, employers, trade unions, employer organisations and the state.

### Course Outcomes

On completion of this course the student will be able to:

1. Adopt a robust and critical approach that will seek to assess how this wider context affects the perennial concerns of managers and employees in their day-to-day activities in the workplace.
2. Have an understanding of the different patterns and methods of state intervention in the employment relationship and learn to interact, sometimes cooperatively and sometimes in conflict.
3. Answer questions that have an immediate resonance in current public debates about the workplace to increase the ability to engage knowledgably with these discussions as a manager, employee and/or citizen.

**Unit 1- Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

**Unit 2- Trade Unions:** introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status.

**Unit 3- Quality of Work Life:** Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics – Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials-Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

**Unit 4- Social Security:** introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and

Employees' State Insurance Act relating to social security – Workers' Education Objectives -Rewarding.

**Unit 5- Employee Grievances:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **Reference Books**

1. C.S. Venkataratnam: "Industrial Relations", Oxford University Press, New Delhi, 2011.
2. Sinha: "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi, 2013.
3. Mamoria: "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: "Industrial Relations" Excel Books, New Delhi, 2010.
5. ArunMonappa: "Industrial Relations", TMH, New Delhi. 2012.
6. Prof.N.Sambasiva Rao and Dr.Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.
7. Ratna Sen: "Industrial Relations", MacMillon Publishers, New Delhi, 2011.
8. S.C.Srivatava: "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2013.
9. R. Sivarethinamohan: "Industrial Relations and Labour Welfare", PHI Learning, N. Delhi, 2010.
10. Amandeep Kaur: "Industrial Relations", Kalyani Publishers, New. Delhi, 2010.

## Course Title: Compensation and Reward Management

Course Code	: 17BA4T6H	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To enable the students with the concept of compensation management in organizations, including the role of human resources management in dealing with employees,
2. To equip with the theories and methods used to provide compensation.
3. To identify various wage related legislations applicable to different organisations.
4. To understand the importance of maintaining appropriate performance management system.
5. To understand the ways to strengthen the pay-for-performance link and to strengthen the pay-for-performance link.

### Course Outcomes

The students shall be able to acquire

1. The basic compensation concepts and theories and the context of compensation practice.
2. The concepts of Payment and employee benefits issues for contingent workers.
3. The understanding of legally required employee benefits.
4. The different ways to strengthen the pay-for-performance link through performance management.
5. The implications for strategic compensation and possible employer approaches to managing legally required benefits.

**Unit 1- Compensation:** concept and definition – objectives and dimensions of compensation program – factors influencing compensation – aligning compensation strategy with business strategy – concept of reward – nonfinancial compensation system - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

**Unit 2- Wage Concepts and Theories:** minimum wages, fair wages, living wages – money and real wages – wage theories – wage incentives - classification of incentives, incentive systems, wage incentives in India, recommendations of the National Commission on Labor – fringe benefits - wage differentials – linking wage with productivity. Executive compensation – trends – welfare measures – statutory and non-statutory.

**Unit 3- Wage and Salary Administration:** Nature and importance – job analysis – methods - job evaluation - wage determination process – methods of wage fixation – wage structure - multi-dimensional approach – wage problems –Wage surveys – wage administration –economic objectives of wage policy – legal frame work – The payment of Wages Act 1936, The Minimum Wages Act 1948 and other similar act and amendments – institutional mechanism for wage determination.

**Unit 4- Performance Management:** Importance - methods- process- Definition, concepts and scope – Goal Setting- Linkages to Strategic Planning- Competency mapping- Performance Management System: objectives Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems-Performance Management Tools: Importance- Traditions and Modern Techniques- Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO- BARS.

**Unit 5- Appraising for Recognition & Reward:** Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Organizational effectiveness - Performance management skills – Building and leading High performing teams – Performance Monitoring and Counseling: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### References Books

1. T.V. Rao: “Performance Management Appraisal Systems”, Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
3. DewakarGoel:”Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
4. Biswanath Ghosh: “Compensation & Reward Management”, Sterling Publishers Pvt.Ltd; UK.
5. Michael Rose: “Reward Management (HR Fundamentals)”, Kogan Page.
6. Topomoy D.E.B.: “Compensation Management”, Excel Books, New Delhi, 2009
7. George T Milkovich, JerryM Newman, C.S.Venkatratnam: “Compensation”, TMH, New Delhi, 2013.
8. Richard I. Henderson (1994), Compensation Management: Rewarding Performance, 6<sup>th</sup> edition, Prentice Hall of India, India.
9. Santhosh Roopa (2011), Compensation and Reward Management, Students helpline Publishing House Private Limited, Hyderabad.
10. D. Singh (2007), Compensation and reward system, Excel Books, Hyderabad.
11. Marticho (2008), Strategic compensation, Pearson Education, India.

## SYSTEMS (Electives)

### Course Title: Business Intelligence

Course Code	: 17BA4T3S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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#### Learning Objectives

This course seeks to acquaint the students with:

1. To expose students with the rudiments of business intelligence system
2. To equip the students with the understanding of modeling aspects behind Business Intelligence
3. To enable the students to master the business intelligence life cycle and the techniques used in it
4. To expose the students with different data analysis tools and techniques.

#### Course Outcomes

The students shall be able to:

1. Explain the fundamentals of business intelligence.
2. Link data mining with business intelligence.
3. Apply various modeling techniques.
4. Explain the data analysis and knowledge delivery stages.
5. Apply business methods to various situations.

**Unit 1- Business Intelligence:** Effective and timely decisions – Data, information and knowledge – Role of mathematical models – Business intelligence architectures: Cycle of a business intelligence analysis – Enabling factors in business intelligence projects – Development of a business intelligence system – Ethics and business intelligence.

**Unit 2- Knowledge Delivery:** The business intelligence user types, Standard reports, Interactive Analysis and Ad Hoc Querying, Parameterized Reports and Self-Service Reporting, dimensional analysis, Alerts/Notifications, Visualization: Charts, Graphs, Widgets, Scorecards and Dashboards, Geographic Visualization, Integrated Analytics, Considerations: Optimizing the Presentation for the Right Message.

**Unit 3- Efficiency:** Efficiency measures – The CCR model: Definition of target objectives- Peer groups – Identification of good operating practices; cross efficiency analysis – virtual inputs and outputs – Other models. Pattern matching – cluster analysis, outlier analysis.

**Unit 4- Business Intelligence Applications:** Marketing models – Logistic and Production models – Case studies.



**Unit 5- Future of Business Intelligence:** Future of business intelligence – Emerging Technologies, Machine Learning, Predicting the Future, BI Search & Text Analytics – Advanced Visualization – Rich Report, Future beyond Technology.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **References Books**

1. Efraim Turban, Ramesh Sharda, DursunDelen, “Decision Support and Business Intelligence Systems”, 9<sup>th</sup> Edition, Pearson 2013.
2. Larissa T. Moss, S. Atre, “Business Intelligence Roadmap: The Complete Project Lifecycle of Decision Making”, Addison Wesley, 2003.
3. Carlo Verzellis, “Business Intelligence: Data Mining and Optimization for Decision Making”, Wiley Publications, 2009.
4. David Loshin Morgan, Kaufman, “Business Intelligence: The Savvy Manager’s Guide”, Second Edition, 2012.
5. Cindi Howson, “Successful Business Intelligence: Secrets to Making BI a Killer App”, McGraw-Hill, 2007.
6. Ralph Kimball, Margy Ross, Warren Thornthwaite, Joy Mundy, Bob Becker, “The Data Warehouse Lifecycle Toolkit”, Wiley Publication Inc., 2007.

## Course Title: Information Systems Audit and Control

Course Code	: 17BA4T4S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to acquaint the students with:

1. An awareness of the role of the IS auditor and the IS audit function.
2. The purpose of controls in an information systems environment.
3. How access to systems, resources, and data can be controlled.
4. Assess the design, placement, and quality of controls.
5. Understand some of the basic theory underlying computer security policies, models, and problems.

### Course Outcomes

The students shall be able to:

1. Illustrate the fundamental concepts of information systems auditing and IT application in auditing.
2. Identify the security controls in organizations.
3. Explain the basic concepts of computer security, computer security threats and the corresponding remedies.
4. Assess the security of computer systems in terms of how well they are protected from computer security threats and integrate computer security mechanisms to protect computer systems from security threats.

**Unit 1- Overview of Information System Auditing:** Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

**Unit 2- The Management Control Framework-I:** Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development, Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

**Unit 3- The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality assurance Management Controls- Case Studies.

**Unit 4- Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

**Unit 5- Evidence Evaluation:** Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **References Books**

1. Ron Weber: "Information Systems Control and Audit", Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.

## Course Title: Enterprise Resource Planning

Course Code	: 17BA4T5S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks to acquaint the students with:

1. Explain to students why information systems are so important today for business and management.
2. Evaluate the role of the major types of information systems in a business environment and their relationship to each other
3. Assess the impact of the Internet and Internet technology on business electronic commerce and electronic business.
4. Identify the major management challenges to building and using information systems and learn how to find appropriate solutions to those challenges.

### Course Outcomes

The students shall be able to:

1. Understand the basic concepts and technologies used in the field of management information systems.
2. Have the knowledge of the different types of management information systems.
3. Understand the processes of developing and implementing information systems.
4. Be aware of the ethical, social, and security issues of information systems.
5. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management.
6. Develop an understanding of how various information systems work together to accomplish the information objectives of an organization.

**Unit 1- Introduction to ERP:** Overview of ERP – Introduction and Evaluation – advanced ERP-SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle-SDLC and ERP life cycle.

**Unit 2- ERP Implementation:** reasons for ERP failure. pre – implementation Tasks –Implementation methodologies – Process definition – Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

**Unit 3- Post ERP implementation:** Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

**Unit 4- ERP System Options and Selection Methods:** Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

**Unit 5- ERP present and future:** Turbo charge the ERP system- EAI - ERP. Internet and WWW- Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **References Books**

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013.
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013.
4. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, NewDelhi, 2009.
5. S.Kesharwani, S. Bodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012.

## Course Title: Project Management

Course Code	: 17BA4T6S	External Marks	: 60
Core / Elective	: Core	Internal Marks	: 40
Credits	: 3	No. of Lecture Hours	: 3
Year/Semester	: II year/II semester	No. of Tutorial Hours	: 2

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### Learning Objectives

This course seeks:

1. To develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation
2. To draft the project proposal in any area of management and evaluate the worth of projects.

### Course Outcomes

The students shall be able to:

1. Concepts to address specific management needs at the individual, team, division and/or organizational level.
2. Practical applications of project management to formulate strategies allowing organisations to achieve strategic goals.
3. A perspective of leadership effectiveness in organizations.
4. Team-building skills required to support successful performance.
5. Skills to manage creative teams and project processes effectively and efficiently.

**Unit 1- Concept of project:** Basic concepts, classification, characteristics of project, Project life cycle, Project management, Tools & Techniques of project management, project organization.

**Unit 2- Project identification:** Identification, generation of ideas, SWOT analysis, Preliminary screening, project rating index. Market & Demand Analysis: Collection of data, market survey, market planning, market environment, project risk analysis, demand forecasting techniques.

**Unit 3- Technical Analysis:** selection of technology, material input and utilities, plant capacity, location & site, machinery and equipment, structures and civil work, environmental aspects, project charts and layouts. Financial Estimation: Project cost, source of finance, cost of production.

**Unit 4- Financial Analysis:** Characteristics of financial statement, Working Capital, Project income statement, projected cash flow statement, projected balance sheet, projected profitability. Investment Evaluation: Investment decision rule, techniques of evaluation, payback period, accounting rate of return, profitability index method, Net profitability index, Internal rate of return, discounted payback period.

**Unit 5- Social Cost Benefit Analysis:** Concept of social cost benefit, significance of SCBA, Approach to SCBA, UNIDO approach to SCBA, Shadow pricing of resource, the little miracle approach, Project Implementation: Schedule of project implementation, Project Planning, Project Control, Human aspects of project management, team building, high performance team.

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

### **References Books**

1. Marwah-Project Management (Wiley Dreamtech).
2. Chaturvedi&Jauhari-Project Management (Himalaya Publishing)
3. Chandra Prasanna - Project: Preparation, Appraisal, Budgeting and Implementation. (TMH, 5<sup>th</sup>Ed.).
4. Mishra - Project Management (Excel Books).
5. Goyal BB – Project Management: A Development Perspective (Deep & Deep).
6. Gopalan- Project Management Core Text Book (Wiley).

## **Course Title: Analysis of SME Enterprises and Success Stories of Emerging Leaders**

Course Code	: 17BA4LI	Internal Marks	: 50
Lab/Practical	: Practical	No. of Lab Hours	: 5
Year/Semester	: II year/II semester	Credits	: 1

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### **Course Description**

This course aims to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. To understand how the leader communicates his passion to others and make others motivated to the cause from the fields of science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future.

After taking up this course, and giving successful presentation at the seminar, the student should be able to understand:

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

SME Projects: Students are expected to undergo practical internship during the fourth semester – which also involves submission of the project report on that enterprise.